



## UMHLABUYALINGANA MUNICIPALITY

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UMHLABUYALINGANA  
MUNICIPALITY IDP

# UMHLABUYALINGANA MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2012 - 2013

UMHLABUYALINGANA IDP



MUNICIPAL MANAGER

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**SECTION A:**

**EXECUTIVE SUMMARY**



## **1. INTRODUCTION**

The Municipal Systems Act (Municipal Systems Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt its Integrated Development Plan.

An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to reassess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain the inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.

## **2. SITUATION ANALYSIS**

The Umhlabuyalingana municipality is situated in the North Eastern part of KwaZulu-Natal. The Municipality has an area of 3621 km<sup>2</sup> and a population of approximately 163 694 people, with an average household size of 6 people per household, according to the Statistics South Africa 2007 Community survey. The municipality is one of five municipalities that constitute the Umkhanyakude district Municipality.

The Municipality has a rural character with 99% of the municipality classified as rural, and consists of 17 wards. Nearly 60 % of the municipal area falls under traditional authority ownership, with the remaining 40% consisting of commercial farms and conservation areas.

### **2.1 Population Profile**

The Umhlabuyalingana municipality consists of a predominantly African population (99%+), with the White, Coloured and Indian/Asian population contributing less than 1% of the Umhlabuyalingana population.

Only 3% of the economically active population within the Municipality earns more than R 1600 per month. The alarming fact is that 47% of the economically active population (out of a total of 52%) receives either no income, or less than R1 600 per month.

Out of the total population, 18% has had no formal education, 57% did not complete grade 12, and only 8% obtained a grade 12 or higher education. Of the 8% with grade 12 or higher, 2% of the municipality's population obtained a tertiary education.

The Umhlabuyalingana municipality's economic base depends largely on tertiary services, with community services accounting for about 70% of the municipality's GDP.

Agricultural production contributes about 20%, while the secondary sector consisting of manufacturing, electricity/gas/water supply contributes 10% to the GDP of the Municipality.

## **2.2 Access to Physical infrastructure**

There has been a significant increase in the supply of RDP standard water to households within the municipality. The supply of piped water has increased from 30.06% in 2001, to 48.30% in 2007, an increase of over 18%. Following the increase in water supply, there has been a 34.9% reduction in sanitation backlogs compared to 2001 statistics.

It is evident that no significant inroads were made with the supply of electrification in the municipality, as more than 80% of the population is dependent on candles and wood for lighting and cooking purposes.

The Umhlabuyalingana municipality has a total of 346 km of roads, and with exception of the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of upgrade.

Less than 1% of the Umhlabuyalingana municipal households have access to fixed line telecommunication. In contrast with the above, 70% of households in the municipality has access to cellular telecommunication. Nearly 30% of household within the municipality have no access to neither fixed line, nor cellular telecommunication.

Nearly 50% of all residents reside in traditional dwellings, and a housing plan study indicates that the backlog for housing is estimated at 8806 housing units.

## **2.3 Socio economic conditions**

The impact of HIV/AIDS has severe consequences on the socio economic development of the Municipality, as can be seen from the life expectancy and potential years of economic productivity.

Life expectancy in the province is low at 43.1 years, with female life expectancy marginally higher at 44.5 years. It is estimated that the population growth rate for KwaZulu Natal up to and including 2015, will be 0.3% per year.

When access to schools and health facilities are analyzed, it becomes apparent that there has been a concerted effort from these Departments to provide services within the municipality. 91.6% of municipal households have access to health facilities, and 72 % of the municipal population has access to schools.

## **2.4 Municipal structures and functions**

The Municipality is well capacitated and structured to perform its legislative mandate, with all functions in the municipality delegated to the municipal manager and five departments to assist him in the execution of duties. The municipality is mandated to perform the functions allocated to it by section 84 of the Municipal Systems Act.

## **3. DEVELOPMENT STRATEGIES**

The Umhlabuyalingana municipality has during the past IDP's embarked on a SWOT analysis in order to identify key issues and strategies for the municipality within the context of its powers and functions. From the SWOT analysis, a vision and mission statement was developed for the municipality.

The vision of the municipality is as follows:

**TO BE A PEOPLE CENTERED PREMIER SOCIO-ECONOMIC  
DEVELOPMENT AND ENVIRONMENTALLY FRIENDLY SERVICE  
DELIVERY MUNICIPALITY**

The mission of the municipality is as follows:

**Creating an enabling environment and sustainable development which promotes quality of life".**

The municipal strategic program is aligned to the five local government key performance areas, as well as to the municipal mission and vision.

<b>KEY PERFORMANCE AREA</b>	<b>ISSUES ADDRESSED / TO BE ADDRESSED</b>
Municipal Transformation and Organizational Development	Empower and capacitate institutional structures, promotion of cooperative transparent governance
Basic Service Delivery	Infrastructure, Development and planning
Local Economic Development	Promotion of Economic Growth
Municipal Financial Viability and Management	Increase in municipal income and build effective and Financial Systems
Good Governance and Public participation	Gender issues, Illiteracy, HIV & AIDS awareness, Sports & Recreation and Access in Community Facilities
Spatial consideration	

#### **4. SPATIAL DEVELOPMENT**

Municipal wide SDF and a LUMS for Mbazwana and Manguzi currently being undertaken.

Enforcement of both these land use management tools to be enforced and a municipal wide scheme to be planned for to meet the pre-requisites of the KZN Planning and Development Act. Municipality is to provide the framework to guide the overall spatial distribution of current and desirable (future) land uses within the municipality

#### **5. SECTOR INVOLVEMENT**

The municipality has for a number of years tried to engage with service providers regarding project alignment and implementation, with limited success. The Department of Local Government and Traditional Affairs have assisted municipalities in obtaining the strategic programmes for certain departments, which is included in the document.

#### **6. STRATEGIC IMPLEMENTATION PLAN**

The Municipality will identify a number of actions that relate to the Key performance areas and strategies that will be set for the municipality. These actions will be broken down into three years, and need to be completed in order for the municipality to achieve the objectives and strategies that will be set as part of the strategic plan. The municipality will include these actions in their one year operational plan, to ensure that budgets and resources are allocated for the implementation of these actions.

#### **7. PROJECTS**

The projects to be listed in the document are those that have been derived from the strategic implementation plan, as well as from community needs identified through community planning structures.

#### **8. ORGANIZATIONAL PERFORMANCE MANAGEMENT**

The Municipality will utilize the municipal performance sheet as an indication of success in the implementation of its strategic plan, and endeavors to improve on the drafting and implementation of this document on an annual basis.

## **SECTION B:**

# **STATUS QUO ANALYSIS**

## 1 INTRODUCTION

This document presents an Integrated Development Plan for Umhlabuyalingana Municipality. It is prepared in fulfilment of the requirements of the Municipal Systems Act, and outlines a development agenda for the municipality for the next five years.

### 1.1 GEOGRAPHIC LOCATION OF UMHLABUYALINGANA

Umhlabuyalingana is one of the five local municipalities that comprise Umkhanyakude District. Umhlabuyalingana is located in northern KwaZulu-Natal along the border with Mozambique to the north, the Indian Ocean to the east, Jozini Municipality to the west and the Big Five False Bay Municipality to the south. The municipality is generally rural, with the population being spread among the 17 municipal wards and four traditional council areas (Tembe, Mashabane Mabaso and Zikhali).

### 1.2 INTEGRATED DEVELOPMENT PLANNING IN UMHLABUYALINGANA

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, Umhlabuyalingana Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

*Box 1: Section 25 (1) of the Municipal Systems Act (2000)*

*Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which-*

- a) Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) Complies with the provisions of this Chapter; and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

Umhlabuyalingana Municipality IDP (2012-2017) will serve as a strategic guide during the term of office of the current councillors (refer to Box 1). It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.

- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Umhlabuyalingana Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

### 1.3 APPROACH

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes. The strategic objective of the outcome based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

The Government outcome nine commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Umhlabuyalingana Municipality IDP responds directly to issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

### 1.4 IDP PROCESS PLAN

The preparation of this IDP is based on a Process Plan, which Umhlabuyalingana Municipality adopted in terms of the Municipal Systems Act, 32 of 2000 at the beginning of the review process. The plan establishes a firm foundation for the alignment of the IDP and budget. As such, one all encompassing process plan was prepared for these two processes and adopted by Council to ensure proper management of the IDP planning process. However, the process plan had to be reviewed when CoGTA introduced the new IDP format for preparation of IDP review for 2012 process. In addition, cognizance was taken in the preparation of the Process Plan of the written instruction from the Department of

Cooperative Governance and Traditional Affairs (COGTA) to have a draft IDP ready for submission in by the end of March 2012.

Table 1: Budget and IDP Process Plan for 2012-2017 Medium-Term Budget

ACTIVITY	SCHEDULE DATE
Preparation of the Process Plan	July 2011
Advertising and Publicizing of Process Plan	July 2011
IDP Steering Committee Meeting	August 2011
IDP Rep Forum	September 2011
Adoption by Council	September 2011
Collection of relevant information	August – December 2011
Evaluate and assess information	August – December 2011
IDP Steering Committee Meeting	September 2011
IDP Representative Forum	September 2011
Preparation of the summary document	October – December 2011
Prepare implementation Strategy	November 2011 – January 2012
IDP Steering committee Meeting	October – December 2011
Incorporate comments from stakeholders	December 2011 – January 2012
Incorporate completed sector plans	January 2012
Draft IDP	November 2011 – February 2012
IDP Steering Committee Meeting	November 2011 – February 2012
IDP Rep Forum	November 2011 – February 2012
Prioritize Projects	November 2011 – January 2012
IDP, Budget and PMS Alignment	November 2011 – May 2012
IDP Steering Committee & Rep Forum	May 2012
Advertise for Public Comments	May 2012
IDP Steering Committee Meeting	May 2012
IDP Rep Forum	May 2012
Incorporate Public Comments	June 2012
Adoption by Council	May 2012
Submission of Final Draft	June 2012

### 1.5 STRUCTURE OF UMHLABUYALINGANA IDP

In terms of the new requirements, the IDP must include the following:

- Preparation of the Executive Summary indicating the issues facing the municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five year service delivery programme.
- A shared and detailed analysis of the current situation. This should form the basis for the identification of key development issues, development opportunities and review of the strategic framework.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, tribal council, and other role players in the IDP drafting process.



- Development strategy clearly indicating the long, medium and short terms development vision. These are expressed in the form of long term vision, medium term development strategies and short term interventions – projects.
- An indication of the organisational arrangements for the IDP process.
- Binding plans and planning requirements, i.e. policy and legislation and mechanisms and procedures for vertical and horizontal alignment.
- Alignment of the budget and the IDP expressed in the form of a medium term (3 years) capital programme corresponding with the medium term expenditure framework, one year capital programme indicating the projects to be implemented in this financial year, etc.
- Spatial development framework indicating a link between the IDP policy framework and the site specific Land Use Management System (LUMS).

## 1.6 PUBLIC PARTICIPATION

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. Umhlabuyalingana Municipality is utilizing the following mechanisms for public participation when developing its IDP.

- **IDP Representative Forum (IDP RF):** This forum represents all stakeholders and key interested and affected parties. This includes the ward committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs), etc.
- **Media:** Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.
- **Radio Slots:** The community radio station is used to make public announcements where necessary.
- **Umkhanyakude and Umhlabuyalingana Website:** Umkhanyakude DM's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.
- **Ward Committees:** Umhlabuyalingana Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings and their input is always considered. They are also being used to disseminate the information about the developmental agenda of the municipality.

## 1.7 MEC COMMENTS

Umhlabuyalingana acknowledges the comments that the MEC made in respect of the 2011/2012 IDP review. The comments have helped to enrich the process towards the compilation and content of this IDP. The comments have been addressed as follows:

KPA	ISSUES	STATUS	ACTION	DATE AND RESPONSIBLE PERSON
Service delivery and infrastructure	<ul style="list-style-type: none"> <li>No infrastructure plan relating to integrated infrastructure investment planning and sports and recreation facilities.</li> <li>No information pertaining to energy and electricity plans and the budget in order to meet the national targets (though it is not our core function but the municipality to consider alternative and renewable energy options.</li> <li>Budget for operation and maintenance of the existing infrastructure</li> <li>No waste management plan</li> <li>No disaster management plan</li> <li>No indigent policy and indigent register</li> <li>No budget for free basic services</li> </ul>	<ul style="list-style-type: none"> <li>Budget available in 11/12 to develop the infrastructure plan.</li> <li>Budget available in 11/12 to develop waste management plan</li> <li>Budget available in 11/12 to develop disaster management plan</li> <li>Indigent policy developed awaiting approval by council</li> </ul>	<ul style="list-style-type: none"> <li>Develop skills recruitment and retention in order to be able to plan and implement projects</li> <li>Strengthen inter-governmental and inter-municipal cooperation.</li> <li>Develop indigent register</li> </ul>	<ul style="list-style-type: none"> <li>June 2012- director corp-comm serv</li> <li>June 2012- municipal manager</li> <li>3. April 2012- CFO</li> </ul>
Municipal transformation and institutional development	<ul style="list-style-type: none"> <li>Hr strategy that responds to the long term development plans of the municipality including the workplace skills plan and employment equity plan</li> <li>Organogram not aligned to municipal responsibilities, powers and functions</li> <li>Section 57 managers positions not filled</li> <li>Opms not inline with cogta guidelines</li> <li>No alignment between budget opms and idp</li> <li>No indication or report on skills development for officials, councillors and ward committees</li> <li>Poor participation of sector departments in the idp process</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Develop sound hr strategy, workplace skills plan and employment equity plan</li> <li>Develop/include, implement and review opms, indicate targets for each kpa for the next 3-5 years</li> <li>Facilitate skills development</li> <li>Idp process to be prioritized within the</li> </ul>	<ul style="list-style-type: none"> <li>1.april 2012- director corp-comm serv</li> <li>February 2012- municipal manager</li> <li>1.april 2012- director corp-comm serv</li> <li>4. Municipal manager</li> </ul>

KPA	ISSUES	STATUS	ACTION	DATE AND RESPONSIBLE PERSON
			municipality and to be taken more seriously by hod's	
Local economic development	<ul style="list-style-type: none"><li>• Led plan/strategy outdated</li><li>• no implementation plan for the existing strategy</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>• Finilise and implement led strategy</li><li>• Review institutional framework to accommodate led</li><li>• Build in –house led capacity</li><li>• Create a conducive environment for economic growth</li><li>• Define support needed from sector departments for led programmes</li><li>• Ensure that proposed led projects/interventions are spatially reflected and aligned to the sdf</li></ul>	<ul style="list-style-type: none"><li>• April 2012- mm and led official</li><li>• 2.june 2012- director corp-comm serv</li><li>• 3.june 2012- director corp-comm serv –mm</li><li>• 4. Mm- led official</li><li>• MM- led official</li><li>• 6.june 2012- dc 27 shared services</li></ul>
Financial viability and management	<ul style="list-style-type: none"><li>• No alignment of strategies and objectives to budget</li><li>• No progress report on matters raised by the ag over a number of years</li><li>• No financial strategy that includes where the municipality is now, where it wants to be in the future , the gaps as well as strategy of how to eliminate the gaps</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>• Develop a financial strategy/plan</li><li>• Ensure that details of projects with funding sources are reflected in a manner that relates to the municipal strategies and national KPA's</li></ul>	<ul style="list-style-type: none"><li>• May 2012-cfo</li><li>• June 2012- mm-IDP Manager</li></ul>
Good governance and community participation	<ul style="list-style-type: none"><li>• No puplic participation and communication strategy</li><li>• No special focus on special groups, hiv/aids etc</li></ul>	<ul style="list-style-type: none"><li>• Communication strategy developed, awaiting approval by council</li></ul>	<ul style="list-style-type: none"><li>• Develop and implement public participation and communication strategy</li></ul>	<ul style="list-style-type: none"><li>• march 2012-mm-pro</li></ul>

KPA	ISSUES	STATUS	ACTION	DATE AND RESPONSIBLE PERSON
			<ul style="list-style-type: none"> <li>• Increase awareness and sensitivity towards special groups</li> <li>• 3. Establish feedback mechanisms for the communities</li> <li>• 4. Improve ward committee functionality through ongoing capacity building programmes and action plans</li> <li>• 5. Improve functionality of all IGR structures</li> </ul>	<ul style="list-style-type: none"> <li>• June 2012- copr-comm serv</li> <li>• June 2012-corp-comm serv</li> <li>• June 2012-corp-comm serv</li> <li>• June 2012-corp-comm serv</li> </ul>
Spatial and environmental	<ul style="list-style-type: none"> <li>• No SDF</li> <li>• No LUMS</li> <li>• No clear institutional arrangement for spatial/planning issues</li> </ul>	<ul style="list-style-type: none"> <li>• In a process of developing both SDF and LUMS</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	

## 2 LEGISLATIVE AND POLICY CONTEXT

Planning and development in Umhlabuyalingana occurs within the context of national and provincial policy framework. As such, the IDP recognizes and incorporates development principles and priorities in line with the principle of cooperative governance. This section provides an overview of relevant development policies ranging from the Constitution of the Republic of South Africa at a national level through the Provincial Growth and Development Strategy to the municipality's sector plans. As a border municipality, Umhlabuyalingana is also affected by the South African Democratic Convention agreements and the associated initiatives.

### 2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

As such, these are the primary objectives of Umhlabuyalingana Municipality as a local government structure. As stipulated in Section 152 (2) the municipality will strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1). The powers and functions allocated to the municipality as opposed to the other spheres of government in this regard are stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution as follows:

**Table 1: Powers and Functions of Municipalities**

Schedule 5 Part B	Schedule 4 Part B
Functional Areas of Concurrent National and Provincial Legislative Competence	Functional Areas of Exclusive Provincial Legislative Competence
<ul style="list-style-type: none"> <li>⇒ Air pollution</li> <li>⇒ Building regulations</li> <li>⇒ Child care facilities</li> <li>⇒ Electricity and gas reticulation</li> <li>⇒ Fire fighting services</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Beaches and amusement facilities</li> <li>⇒ Billboards and the display of advertisements in public places</li> <li>⇒ Cemeteries, funeral parlours and crematoria</li> <li>⇒ Cleansing</li> </ul>

<b>Schedule 5 Part B</b> <b>Functional Areas of Concurrent National and Provincial Legislative Competence</b>	<b>Schedule 4 Part B</b> <b>Functional Areas of Exclusive Provincial Legislative Competence</b>
<ul style="list-style-type: none"> <li>⇒ Local tourism</li> <li>⇒ Municipal airports</li> <li>⇒ Municipal planning</li> <li>⇒ Municipal health services</li> <li>⇒ Municipal public transport</li> <li>⇒ Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law</li> <li>⇒ Pontoons, ferries, piers and harbours, excluding the regulation of international and national shipping and matters related thereto</li> <li>⇒ Storm water management systems in built-up areas</li> <li>⇒ Trading regulations</li> <li>⇒ Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Control of public nuisances</li> <li>⇒ Control of undertakings that sell liquor to the public</li> <li>⇒ Facilities for the accommodation, care and burial of animals</li> <li>⇒ Licensing of dogs</li> <li>⇒ Licensing and control of undertakings that sell food to the public</li> <li>⇒ Local amenities</li> <li>⇒ Local sport facilities</li> <li>⇒ Markets</li> <li>⇒ Municipal abattoirs</li> <li>⇒ Municipal parks and recreation</li> <li>⇒ Municipal roads</li> <li>⇒ Noise pollution</li> <li>⇒ Pounds</li> <li>⇒ Public places</li> <li>⇒ Refuse removal, refuse dumps and solid waste disposal</li> <li>⇒ Street trading</li> <li>⇒ Street lighting</li> <li>⇒ Traffic and parking</li> </ul>

## 2.2 NATIONAL DEVELOPMENT VISION

The national development vision is outlined in various national government policy documents, and is currently being consolidated into a National Development Plan (NDP) under the stewardship of the National Planning Commission (NPC). Principal among these is the New Growth Path which seeks to create five million jobs by 2020, through focusing on areas that have potential for creating employment on a large scale, referred to as 'job drivers', that is:

- infrastructure;
- main economic sectors (agricultural and mining value chains, manufacturing and services);
- new opportunities in the knowledge and green economies;
- social capital and public service; and
- spatial development that foster rural development and regional integration.

The New Growth Path provides the Umhlabuyalingana Municipality with a framework to set own targets in terms of poverty alleviation, inequality and employment creation. These targets will be the beginning of a process towards social and economic development and making a meaningful contribution to the improvement of the quality of life for those living and or working in the area.

The NDP (Vision 2030), recognizes progress made by the state to address issues such as poverty, inequality and underdevelopment, and acknowledges that many people still live below or close to poverty datum line. While fixing these problems will take time, the Vision 2030 advocates for a shift from passive citizenry to an approach where government works effectively to develop people's capabilities to lead the lives they desire. It identifies drivers of change (both external and internal), and seeks to put the country on a development path that:

- Create jobs and support livelihoods.
- Expand infrastructure.
- Supports transition to a low carbon economy.
- Transforms urban and rural spaces and building integrated rural economies.
- Improves education and training.
- Builds a capable state.
- Fights corruption and enhances accountability.
- Transforms society and unites the nation.

Without overburdening Umhlabuyalingana Municipality IDP, integration of programmes designed to address these issues into the municipal strategic planning and service delivery initiatives is critical.

### 2.3 PROVINCIAL DEVELOPMENT VISION

The KwaZulu-Natal Province development vision is outlined in the recently introduced Provincial Growth and Development Strategy (PGDS). The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the Province to 2030. It provides the province with a rational strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2011). Concomitant attention is also given to the provision of infrastructure and services,

restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The strategic goals and the associated vision and objectives are reflected on Figure 1 below.



However, the achievement of these objectives and attainment of the goals hinges on the nature and extent of collaboration and partnership among the various social partners, in particular, business, organized labour, civil society and the different spheres of government and state owned enterprises under the leadership of the KZN Government (PGDS).

## 2.4 LOCAL GOVERNMENT TURNAROUND STRATEGY

An evaluation of a range of issues impacting on the delivery of services at local government level was conducted by the department of Cooperative Government and Traditional Affairs towards the end of 2009. This process uncovered a range of areas where municipalities requires support in order to be able to perform their functions efficiently. The process further noted that an ideal municipality will strive to contribute to building the



Developmental State in South Africa and draw from the constitutional and legal framework established. It further noted that an ideal municipality would:

- Provide democratic and accountable government for local communities
- Be responsive to the needs of the local community
- Ensure the provision of services to communities in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the involvement of communities and community organisations in the matters of local government
- Facilitate a culture of public service and accountability amongst its staff
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes of meeting these objectives as identified by the strategy include:

- The provision of household infrastructure and services
- The creation of liveable, integrated and inclusive cities, towns and rural areas
- Local economic development
- Community empowerment and distribution

These outcomes should create a healthy local environment in which vulnerable groups are supported and protected. It should also mitigate the growing social distance between government and communities. This sets the benchmark for the turnaround strategy. Municipalities must aspire to deliver on these outcomes. The rest of the state and society must ensure that there is an enabling environment and proper support for municipalities to deliver effectively.

## 2.5 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development as a means to focus government initiatives and manage public expectations. Based on the Medium Term Expenditure Framework (MTEF), 12 outcomes have been identified (refer to Box 1). Outcome 9 deals with local government and affects Umhlabuyalingana directly. It moves from a premise that local government is a key part of the reconstruction and development effort in South Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective and

efficient local government system that is part of a developmental state. The government has identified the following outputs for Outcome 9:

- Output 1: Implement a differentiated approach to municipal financing, planning and support.
- Output 2: Improving access to basic services
- Output 3: Implementation of the Community Work Programme
- Output 4: Actions supportive of the human settlement outcome
- Output 5: Deepen democracy through a refined Ward Committee Model
- Output 6: Administrative and financial capability
- Output 7: Single window of coordination

## 2.6 MUNICIPAL STRUCTURES ACT

The Municipal Structures Act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality. The Act:

- introduces criteria for determining the category of municipality to be established in an area;
- defines the types of municipality that may be established within each category;
- provides for an appropriate division of functions and powers between categories of municipality;
- regulates the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and

### Box 2: 12 National Outcomes

1. an improved quality of basic education
2. a long and healthy life for all South Africans
3. all South Africans should be safe and feel safe
4. decent employment through inclusive growth
5. a skilled and capable workforce to support an inclusive growth path
6. an efficient, competitive and responsive economic infrastructure network
7. vibrant, equitable, sustainable rural communities with food security for all
8. sustainable human settlements and an improved quality of household life
9. a responsive, accountable, effective and efficient local government system
10. environmental assets and natural resources that are well protected and enhanced
11. a better Africa and a better world as a result of South Africa's contributions to global relations
12. an efficient and development-oriented public service and an empowered, fair and inclusive citizenship.

- provide for matters in connection therewith. Of importance in the context of this legislation is the Co-operation between district and local municipalities.

## 2.7 MUNICIPAL SYSTEMS ACT

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires municipality's to review the IDP annually.

## 2.8 MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must coordinate the processes towards the preparation/review of the IDP and preparation of an annual budget so as to ensure that the tabled budget and the integrated development plan mutually consistent and credible. At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
- The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
- Any consultative processes forming part of the processes referred to above.

## 2.9 INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT (IGR)

The Act was promulgated to establish a framework for the national government, provincial governments and local governments in order to ensure amongst other things:

- promotion and facilitation of intergovernmental relations;
- Provision for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- Provision for matters connected therewith.

The objective of the Act is based on the principle of co-operative governance as set out in Chapter 3 of the Constitution. The Act also aims to facilitate co-ordination in the implementation of policy and legislation including:

- Coherent government;
- Effective provision of services;
- Monitoring implementation of policy and legislation; and
- Realization of national priorities.

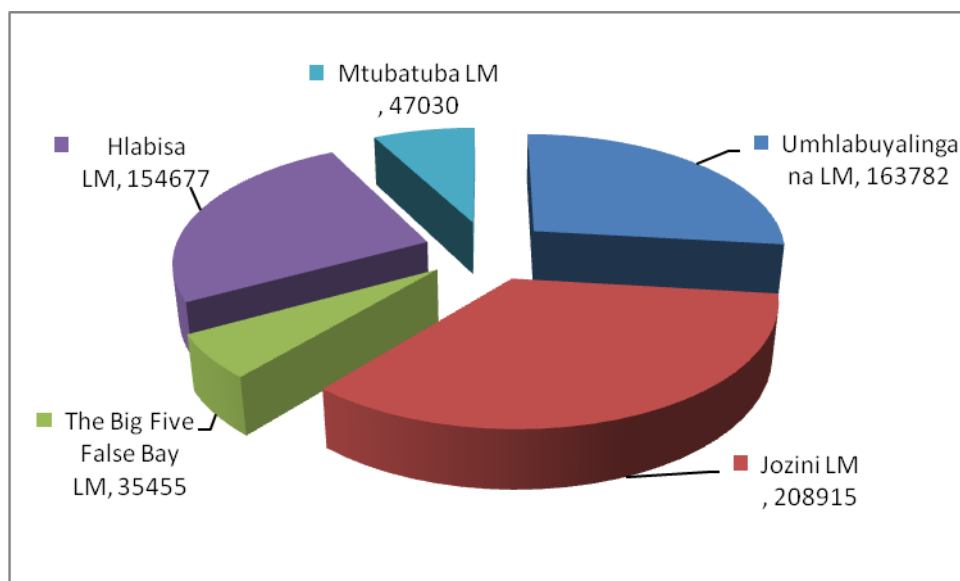
### 3 STATUS QUO ANALYSIS

While planning and development in Umhlabuyalingana occurs within the national and provincial framework and advances the priorities set therein, it should also build on the inherent strengths and opportunities to respond to the development challenges facing the area and local communities. This section provides an analysis of the current development situation in Umhlabuyalingana. It considers a range of factors including demographic and social patterns, socio-economic profile and spatial structure. It concludes with an outline of the key issues and priorities for the area.

#### 3.1 DEMOGRAPHIC PROFILE

##### 3.1.1 POPULATION SIZE

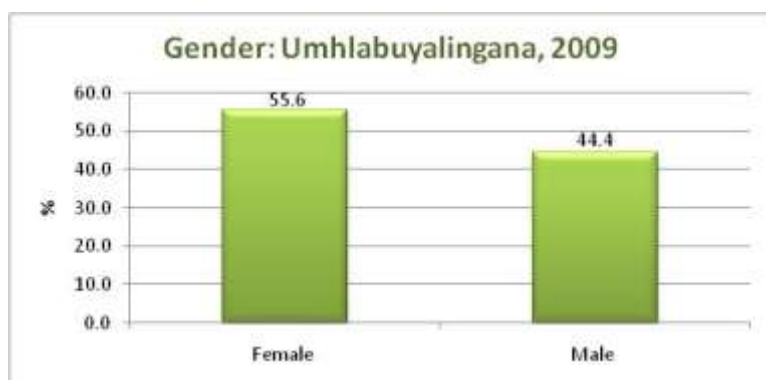
According to the 2007 Community Survey Umhlabuyalingana Municipality population is approximately 163 692 people. This represents about 26% of the districts population, which is the second largest in the district. The municipality however is the largest in the district in size with an area of 3613m<sup>2</sup>. Jozini Municipality has the largest population in the district.



The total number of households is estimated at 27 006, which gives an average household size of 6.06 persons.

While much of Umhlabuyalingana Municipality consists of very low intensity and sparsely populated rural settlements, Manguzi and to some extent Mbazwana, Mseleni and Sikhemele are fast emerging as urban centres albeit to different levels of concentration.

### 3.1.2 GENDER DIFFERENTIATION

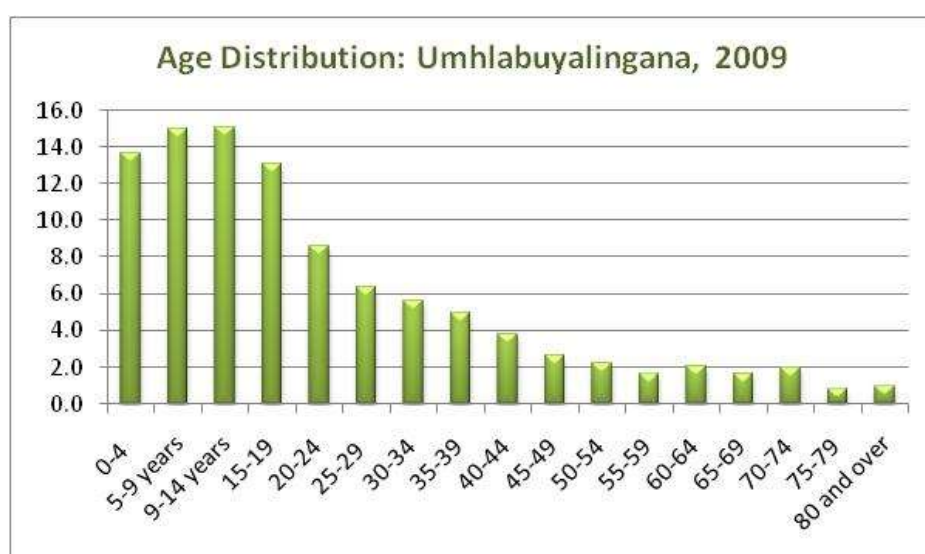


The gender profile of the Umhlabuyalingana is typical of the trend in most other local municipalities in KwaZulu-Natal i.e. there are generally a greater number of females residing in the area as opposed to males. However, the difference is not significant. The municipality has 10% more females compared to their male counterparts. Thus economic interventions are required that target women.

### 3.1.3 POPULATION PROJECTIONS

Umhlabuyalingana has, over the last few years, experienced phenomenal population growth. Population growth between 1996 and 2001, and 2001 and 2007 was estimated at 2.9% and 1.9% respectively. Similar growth rates were used to estimate the population for 2010 and 2015. The growth rate has been decreasing since 1996, which is in line with provincial and national population trends.

### 3.1.4 AGE COMPOSITION



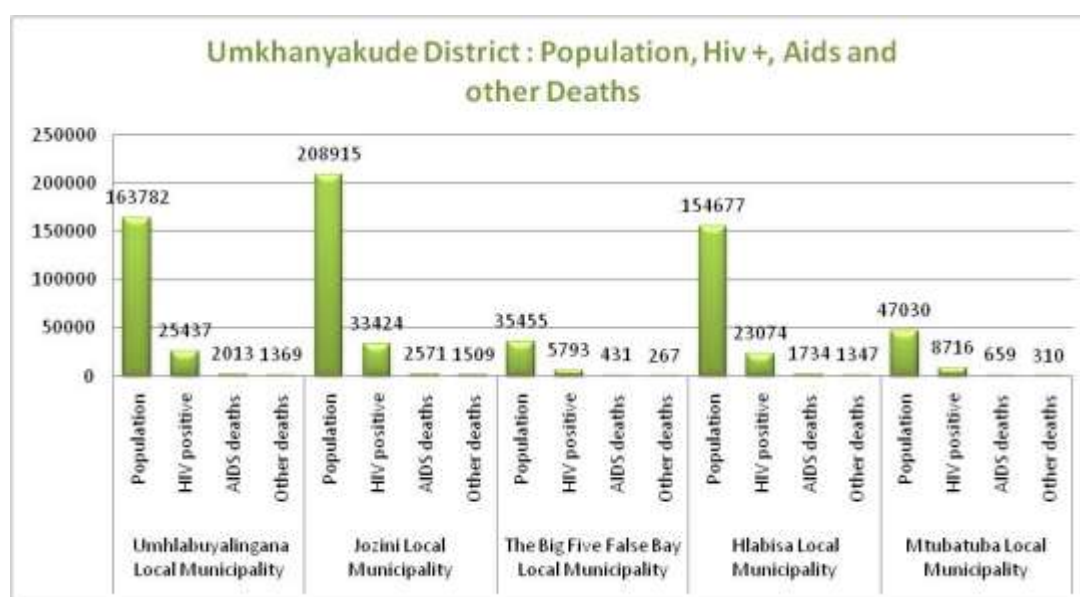
The population of Umhlabuyalingana is very young with 57% falling under the 20 year age category and 34% officially defined as youth (15-53 years). This has a huge implication for service delivery, education and job creation in the municipality which has to be prioritized on account of such a young population.

Relatively young population implies a high dependency rate on the working population to meet the needs of this young population. As such there is significant pressure on the working population to take care of the youth and the elderly. To further exacerbate the problem, not all the people within the economically active category are employed. A relatively high representation of very young population in Umhlabuyalingana has serious implication for service delivery, education and job creation in the area.

### 3.2 SOCIO-ECONOMIC PROFILE

#### 3.2.1 HIV AND AIDS

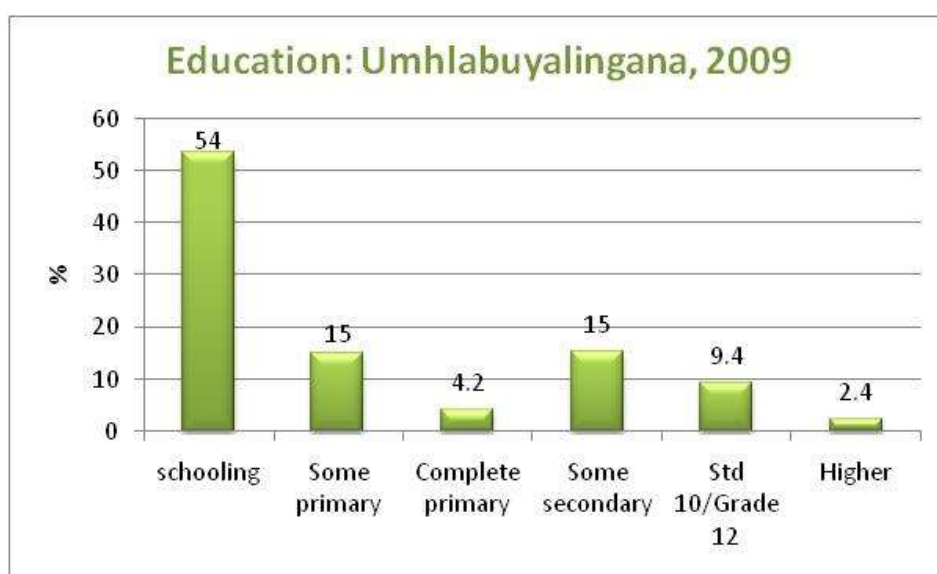
HIV prevalence rate in Umhlabuyalingana could be estimated to 16% of the total population. Some of the impacts of the disease in the Makhathini Flats are the decrease in life expectancy and increase in the dependency ratio and the number of orphans, and the slowing down of the population growth rate (increasing mortality and morbidity). Developmental impacts include a loss in social skills and changes in the distribution of income. A result is an increased demand for healthcare facilities and a reduction in school entrants. The impact of HIV/AIDS on municipalities is likely to arise in all aspects of the municipality's functions, but may lead in particular to an increase in the need for poverty alleviation and under utilization of infrastructure in the long run.



### 3.2.2 DWELLING TYPE

In 2007 it was estimated that 13 489 households reside in traditional dwellings, 12 284 in formal houses, 597 in block of flats, 66 in town/cluster/semi-detached house, 49 in house/flat/room in back yard, 256 in room/flatlet on a shared property and 63 in a hostel. In 2001 68.26% of households (18 208 households) in the municipal area have a dwelling comprising four rooms or less.

### 3.2.3 EDUCATION PROFILE AND LITERACY LEVELS



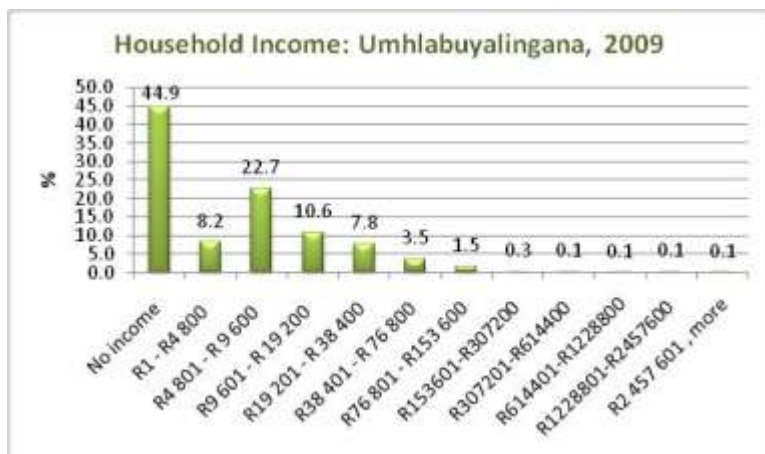
A large number (54%) of people is functionally illiterate meaning that they either do not have school-based education or have not received sufficient school-based education to acquire marketable skills and engage in serious business ventures. Only a small fraction has secondary education and the representation of people with tertiary education is even more negligible. Poor educational levels also mean that the ability to equip the local population with skills and training in non-agricultural activities becomes more difficult. This situation is aggravated by the lack of access of the local population to colleges, technikons and university.

### 3.2.4 HOUSEHOLD INCOME

Household income levels in the municipality are extremely low, with almost half (44.9%) the number of households earning no income. The majority of the population survives on



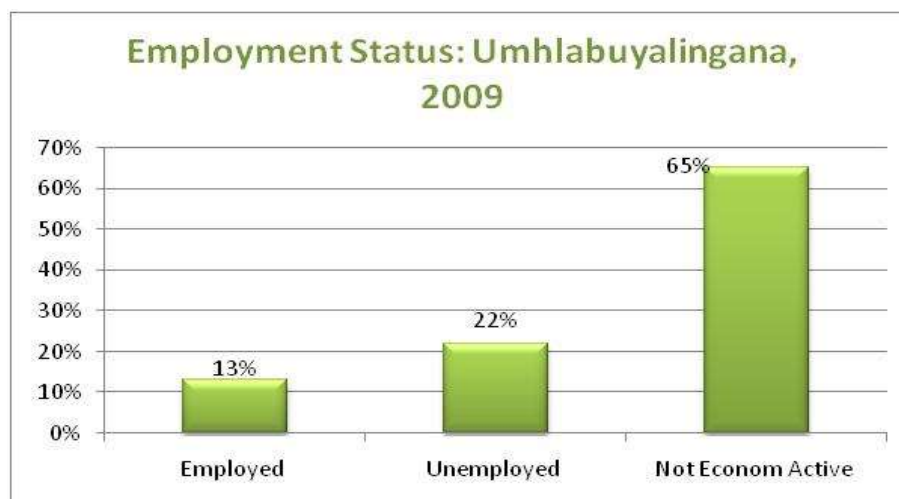
around R500 a month. Representation reduces significantly as income brackets increase. There is a relatively high dependence on social grants.



It is also clear that given the low employment levels in the area, the majority of households are dependent on social welfare grants. These low levels of income are indicative of the high levels of poverty found in the Umhlabuyalingana and the urgent need to create income generating activities.

### 3.2.5 EMPLOYMENT PROFILE

An extremely high percentage of the population is not economically active. This also means a high dependency ratios exist on household heads with low income levels. Despite the diversified nature of the local economy, unemployment in the municipal area is of concern as only 13% of the total labour force is employed. Unemployment rate is currently estimated at 22% while 65% of the total labour force is not economically active.



The classification of employment with regard to industry is difficult since 95.1% of the local economy could be classified as undetermined. The majority of the employed that can be classified, work in the community and government sector services. The majority of the employed population is paid employees. Self-employed people account for less than 1% of the employed population. This indicates poor levels of entrepreneurship within the municipality.

For those who are employed, the majority occupy semi and unskilled positions, with a small handful in skilled employment. This indicates the fact that the area has high levels of dependency on the few people that are employed. The low levels of education also limit the ability of local people to be employed. This also points to the levels of poverty in the area.

### 3.2.6 INDIGENT SUPPORT

The municipality has initiated a process towards the compilation of an Indigent Register as a means to implement free basic services policy. It is expected that the process will be completed during this financial years. It is noted that Umhlabuyalingana is located within a poverty node, and has a relatively high number of households who cannot afford basic payment for services. Ward councilors and Community Development Workers are playing a major role in the identification of deserving households and compilation of a register.

## 3.3 ACCESS TO BASIC SERVICES

In order to provide an overview of the current levels of basic infrastructural service provision in the municipal area, the 2001 Census and 2007 Community Survey results are provided for information below.

### 3.3.1 WATER

The table below illustrates the main supply of water to households. There has been an increase in the number of households that have access to piped water, the majority of households still rely on natural resources for their water supply. Only 10% of households have access to piped water inside their dwellings.

WATER SOURCE	2001	2007
Piped water inside dwelling	462	2723
Piped water inside yard	3265	5147
Piped water on community stand: less than 200m from dwelling	986	-
Piped water on community stand: greater than 200m from dwelling	3957	-

WATER SOURCE	2001	2007
Piped water from access point outside the yard	-	5159
Borehole	5553	6620
Spring	2726	1906
Rain water tank	697	579
Dam/pool/stagnant water	2445	1115
River/stream	6069	2909
Water vendor	1084	623
Other	139	225

Source: 2001 & 2007 Statssa

### 3.3.2 SANITATION

The table below illustrates the type of sanitation facility utilized by households. There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend between 2001 and 2007 has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

SANITATION FACILITIES	2001	2007
Flush toilet (connected to sewerage system)	1122	547
Flush toilet (with septic tank)	417	631
Chemical toilet	1839	658
Pit latrine with ventilation	2297	11 617
Pit latrine without ventilation	2439	2585
Bucket latrine	225	0
Dry toilet facility	-	1594
None	18335	9373

Source: 2001 & 2007 Statssa

### 3.3.3 ELECTRICITY

Source: 2001 & 2007 Statssa

Energy Source	2001	2007
Electricity	1709	2480
Gas	2027	1692
Paraffin	337	188
Wood	22161	22 483
Coal	80	0
Animal Dung	137	58
Solar	67	39
Other	155	66

Energy Source	2001	2007
Electricity	1887	3474
Gas	109	0
Paraffin	176	57
Candles	24008	21 535
Solar	189	1368
Other	306	572

The tables above illustrate the energy source used by households for cooking and lighting purposes. It is estimated that only 2480 and 3474 households have a supply of electricity for cooking and lighting purposes respectively.

### 3.4 TRANSPORT INFRASTRUCTURE

#### 3.4.1 ROAD NETWORK

At a regional level, Umhlabuyalingana has a well established road connectivity comprising national and provincial which link different areas within the municipality. The routes that currently play this role include R22, P522, P447 and P444. These routes connect the main settlement areas and emerging towns which include Mbazwana, Manguzi, Somkhele and Phelandaba. R22 in particular link the area with Hluhluwe town, N2 and a number of towns towards the south of Umhlabuyalingana while it also connects the area with Mozambique towards the north. The upgrading of R22 and its declaration as an LSDI Route during the early 2000s has drastically improves accessibility and connectivity at a regional scale and serves as an opportunity for corridor based development.

However the same cannot be said about the three other significant connector routes. P522 link the area town of Jozini. Although it is a tar road, this route had deteriorated to a very bad state with potholes that stretches for many kilometres. It appears as if the more focus has been placed on temporally patching the potholes without addressing the root cause of the road situation i.e. to re-tar and reseal the entire route since it has exceeded its lifespan. P447 and P444 are the provincial routes that link different settlements (especially in Mashabane) with the town of Mbazwana. These are currently the gravel 'sandy' roads which need serious attention. This also bears in mind the fact that the light vehicles are unable to easily use these routes during the heavy rainfall seasons.

At a local level, the road network tends to be very problematic. According to the Department of Transport's assessment of municipal road network report completed in 2007, the Umhlabuyalingana municipality has a total of 346 km of roads. This figure was determined by estimating the road lengths using a figure of 382 inhabitants per kilometre of paved and gravel road, and assuming that 8% of all roads can be classified as tracks. By applying the above assumptions, it is estimated that the Umhlabuyalingana municipality has 152 km of paved roads, 169km gravel roads and 26km of tracks. With exception of the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of upgrade. This is due to a number of existing roads being informal and in need of upgrading. These mainly include the local access roads that provide direct access to settlements. The majority of these roads exist as tracks.

### 3.4.2 PUBLIC TRANSPORT

According to Umkhanyakude District IDP (2008/09), there 33 taxi facilities in the form of formal and informal taxi ranks and routes Umhlabuyalingana. The “bakkies” which are considered to be illegal passenger transport vehicles still they provide a service that could be considered as parallel. They actually operate on the routes where taxis do not want to move onto due to the weak quality of the roads. There are no bus termini facilities that are provided within the area. The table below gives an indication of accessibility of public transport within the municipality.

Main Route	Main Route Description	No. of passengers per peak	% of active seats used	No. of trips	Average occupancy per vehicle
KZN-R0032F-U	Jozini to Sikhemelele	224	100.00	15	14.9
KZN-R0036F-U	Manguzi to Ezangomeni	570	95.96	38	15.0
KZN-R0061F-U	Mbazwane to Mseleni	285	100.00	19	15.0
KZN-R0066F-U	Mbazwane to Sodwana Bay	267	100.75	20	13.4
KZN-R0056F-U	Mbazwane to Manzibomvu	170	116.47	17	11.6

Source: Umkhanyakude District Municipality – Public Transport Plan Report – September 2006

It is clear that most of the routes inside and linking the municipality to other major centres within the district are operating at capacity, and that consideration to expand route capacity should receive high priority. Transport whether motorized or non-motorized faces many challenges within the Municipal area. These can be summarized as follows:

- Poor conditions of roads;
- Inadequate pedestrian signs and markings and off loading areas especially within the few urban areas;
- Limited traffic calming measures within areas of high accidents;

- An absence of traffic lights, especially at major intersections;
- Unavailability of adequate public transport facilities especially for the disabled;
- Lack of pedestrian and non-motorized transport facilities.

The areas that should be considered for intervention should include improving pedestrian signs, markings and off loading areas especially in the urban areas. The traffic calming measures within areas of high accidents should also be explored and wherever possible the provision of traffic lights especially at major intersections should be provided.

### 3.4.3 RAIL

Umhlabuyalingana does not have an established public and goods rail transport system. The railway line runs parallel N2 within Umkhanyakude District. It cuts across Mtubatuba, The Big Five False Bay, Hlabisa and some parts of Jozini to Swaziland but is passes outside of Umhlabuyalingana administrative boundary. In any case it also appears as though this transport service was discontinued some time ago.

### 3.4.4 AIR TRANSPORT

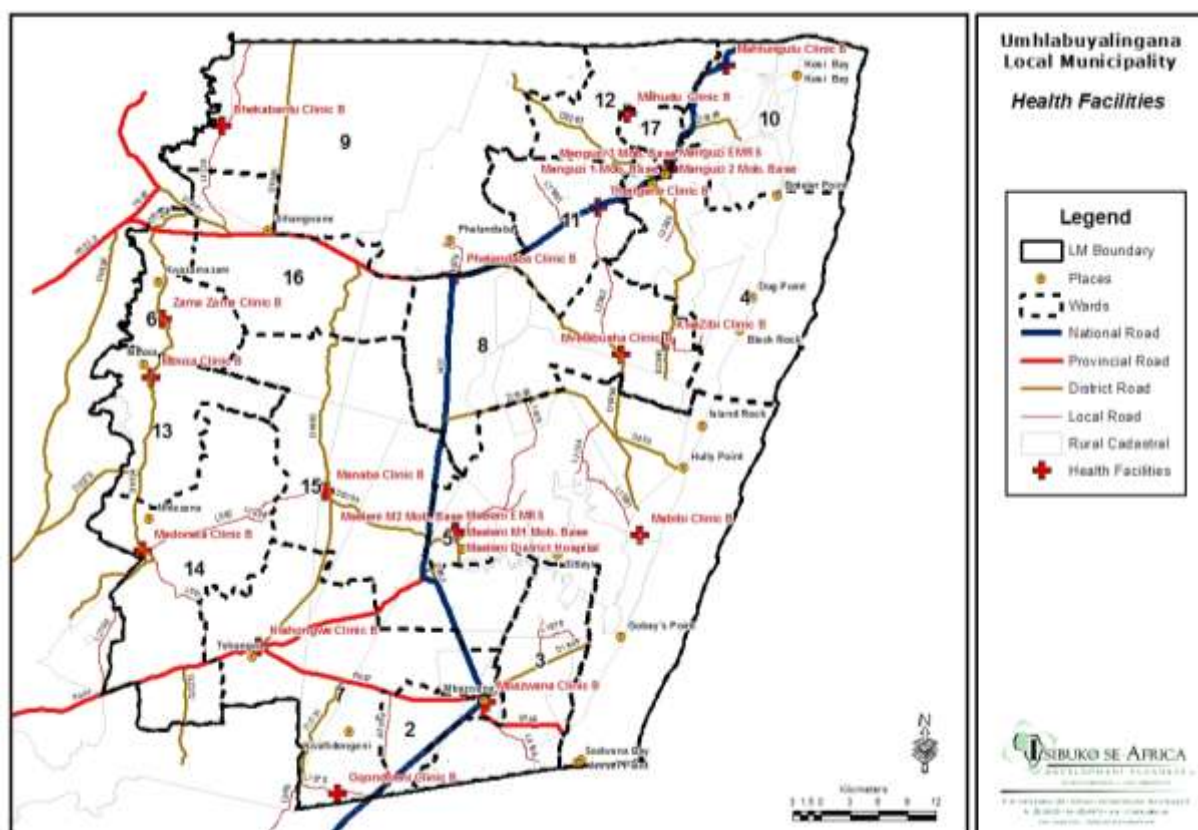
Umhlabuyalingana does not have an established and operational air transport system. The small landing strip (airstrip) exists within both Mbazwana and Sodwana Bay. However the condition of these facilities is currently unknown.

## 3.5 ACCESS TO COMMUNITY FACILITIES

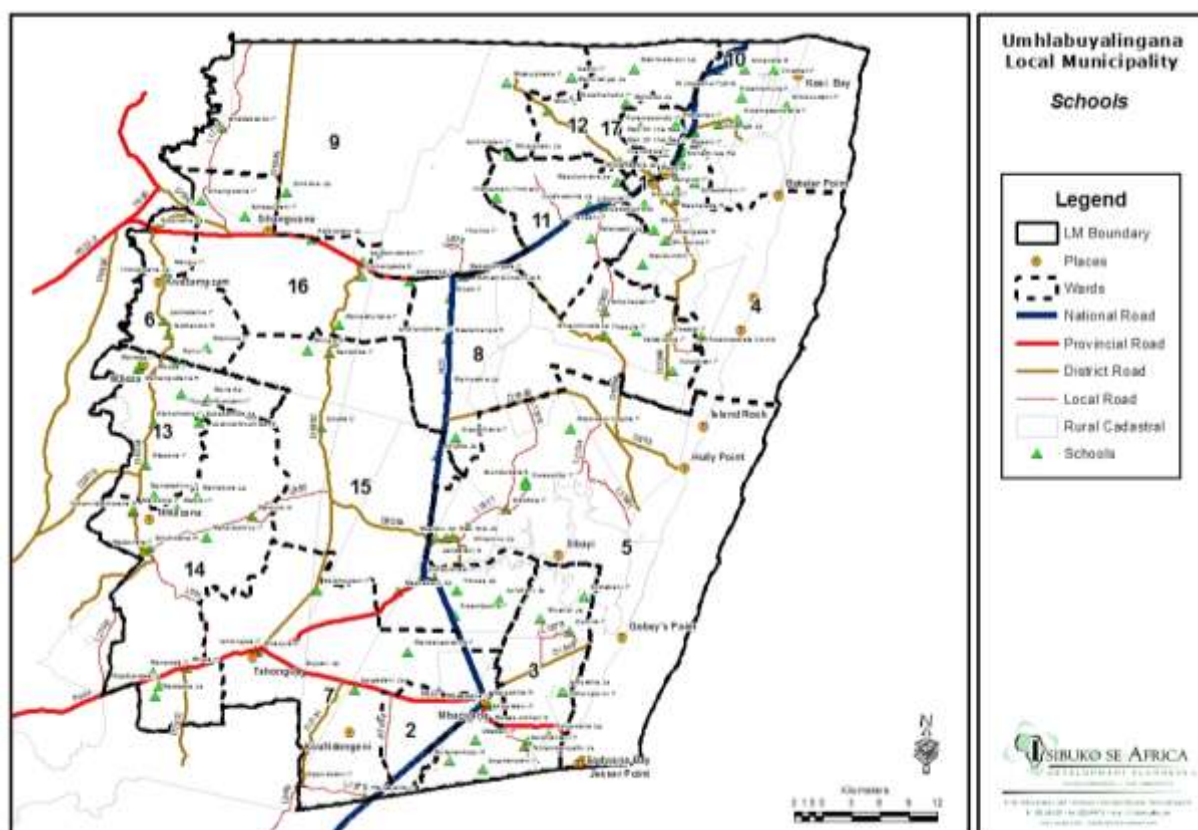
### 3.5.1 HEALTH

Umhlabuyalingana Municipality is served by two hospitals and 17 clinics. The hospitals are located in Nseleni and Kwangwanase, while the clinics are strategically placed in areas with greater population densities. By applying the same principle as above, with radiuses of 10km on clinics and 50km for Hospitals, it appears that 91.6% of municipal households have access to health facilities. The application of another form of planning standards suggests that a population of 50 000 people needs to be provided with a hospital while 6000 people needs to be provided with a clinic. This therefore suggests that the area is supposed to be serviced by 3 hospitals and 26 clinics which suggest a backlog of 1 hospital and 9 clinics. It must be noted that these standards tend to be difficult to comprehend in a rural context especially in an area such as Umhlabuyalingana which is characterized by the sparsely populated settlement.





### 3.5.2 EDUCATION



There are currently 98 primary schools and 36 secondary schools in the Umhlabuyalingana municipal area. The Umkhanyakude spatial development framework analyzed the placement of these schools in relation to the settlement pattern within the municipality, to determine accessibility to these facilities. The method used was to apply a buffer of 2000m around a primary school and 5000m around a secondary school, and all household falling outside the buffer were deemed not to have access to education facilities. From the analysis it was determined that 29.7% of households within the municipality does not have access to education facilities. This figure might seem acceptable in terms of service standards for rural areas, except for the fact that the learner teacher ratio in the municipality is between 38 to 40 learners per teacher. The average number of learners per classroom varies from 54 to 56, which is unacceptable in terms of Department of Education standards.

An application of other planning standards for education facilities, suggest that 1 primary school per 600 households and 1 secondary school for every 1200 households. This suggests that the area should be provided with 272 primary school and 136 secondary schools. This suggests a backlog of 174 primary schools and 100 secondary schools. Once again these standards are more applicable in the urban context.

### 3.5.3 CEMETERIES

There is very little data regarding the need for cemeteries, since neither the District, nor the municipality has compiled a cemeteries master plan. The general observation regarding the placement of cemeteries is that the placement of these facilities is closely related to cultural and religious traditions. These facilities are normally located close to areas of settlement. It is custom in rural areas to bury the dead close to the homestead in which the individual lived, and specifically within the boundaries of a specific traditional authority. There is need to ensure that all communities have access to adequate burial facilities in the most proper way. This would include the identification of cemetery sites within the small towns or emerging nodes (Manguzi, Mbazwana, Skhemelele and Phelandaba) since home burial cannot be considered to be an ideal situation in those cases. Such cemeteries will need to be fenced and maintained. Cemeteries also need to be secured in order to ensure preservation of heritage and prevent vandalism of graves and tombstones.

### 3.5.4 SPORTS FACILITIES

The municipality comprises of mainly of the youthful population and this warrant that specific attention should be given to the development of sport and recreation facilities and initiatives. Currently there are no formal sport stadiums within the area. These facilities will need to be maintained as and when required.



## 3.6 PUBLIC SAFETY AND SECURITY

### 3.6.1 POLICE SERVICES

There are two police stations in Umhlabuyalingana that is Mbazwana and Manguzi. South African Police Service (SAPS) is currently investigating the feasibility of developing another police station in Ntshongwe. This will improve access to police services, public safety and address increasing levels of crime. According to SAPS (2011 Crime Statistics), the most common crimes in the area include burglary at residential premises, and assault with intention to inflict grievous bodily harm.

### 3.6.2 ROAD SAFETY

A traffic law enforcement and licensing unit was established in 2009, and entrusted with the following responsibilities:

- Learners licenses' – all codes
- Driving licenses for light and heavy motor vehicles
- Renewal of driving licenses' and professional driving permits.
- Replacement of temporal driving licences and learners licences
- Conversion of foreign driving licences.
- Enforcement of municipal by-laws.

There is a need to develop the vehicle testing station such that it is able to issue vehicle certificate of roadworthiness and certificate of fitness.

### 3.6.3 DISASTER MANAGEMENT

Umhlabuyalingana Local Municipality established a disaster management unit in 2011 with the assistance of the Provincial Disaster Management Centre following the cancellation of a service level agreement with Rural Metro in 2009. It is noted that Disaster Management is a district function, but Umkhanyakude District is has not developed capacity to undertake this function. It is only recently that the district initiated a process to formulate a Disaster Management Framework. With all the incidents that have occurred in Umhlabuyalingana over the past few years, the district has failed to undertake an assessment of these incidents and where applicable, declare a disaster situation.

The common disasters within Umhlabuyalingana are as follows:

- Veld fires: The area is generally dry and prone to feld fires.

- Lightning
- Draught
- Floods
- Accidents some of which are caused by stray animals.

Some of these are common disasters throughout Umkhanyakude District. As a response to this, and in compliance with the requirements of the Disaster Management Act, (No. 57 of 2002), Umkhanyakude District has initiated a process requires each Metropolitan and each District Municipality to establish and implement a policy framework for disaster risk management within its area of jurisdiction. The Act further prescribes the consultation and participation of local municipalities in the development and establishment of District Disaster Risk Management Policy Frameworks. Accordingly, Umkhanyakude District Framework is being finalized, with Umhlabuyalingana as one of the participating municipalities. It is expected that the final framework will clarify roles and responsibilities and the future role of the Umhlabuyalingana Disaster Management Unit.

### 3.7 HUMAN SETTLEMENTS

#### 3.7.1 SETTLEMENT PATTERN

The spatial pattern of the area has developed as a result of various factors including its settlement pattern, natural features and infrastructure.

Umhlabuyalingana is generally rural in character. It is characterized by expansive low density settlements occurring on Ingonyama Trust land. However, over the last few years there has been an increase in density in some areas along the main roads, with conurbation of commercial activities occurring in strategic points thus giving rise to development nodes. This pattern is a result of the unfortunate history of the area. The previous (apartheid) government discouraged development in the area as a means to control movement of the freedom fighters between South Africa and Mozambique in particular. Prevalence of malaria in the area also contributed to the lack of development. This is despite the area having received significant attention in terms of development planning since the 1990s (Vara, Wendy Force and Associates, etc).

#### 3.7.2 HOUSING NEED

As indicated on the table above, approximately 13 489 households reside in traditional dwellings the majority of which are poorly constructed. This marks an increase of about 28% from the 2001 figures. It demonstrates the level of poverty in the area and suggests an

acute need for rural housing. While this is spread throughout the area, it is noted that the settlement pattern in Umhlabuyalingana is changing as an increasing number of households is locating along major access routes and within or in close proximity to Mbazwana and Manguzi, thus highlighting the importance of settlement planning and coordination of infrastructure provision and development of sustainable human settlements.

TYPE OF MAIN DWELLING	NO. OF HOUSEHOLDS	% OF HOUSEHOLDS
House or brick structure on a separate stand or yard	12284	45.5%
Traditional dwelling/hut/structure made of traditional materials	13489	49.9%
Flat in block of flats	597	2.2%
Town/cluster/semi-detached house (simplex: duplex: triplex)	66	0.2%
House/flat/room in back yard	49	0.2%
Informal dwelling/shack in back yard	175	0.6%
Informal dwelling/shack NOT in back yard	27	0.1%
Room/flat let not in back yard but on a shared property	256	0.9%
Caravan or tent	0	0.0%
Private ship/boat	0	0.0%
Workers' hostel (bed/room)	63	0.2%
Other	0	0.0%

Source: Statistics South Africa 2007 Community Survey data

By using the backlog figures for water and sanitation supply, it is estimated that the backlog is 8806 housing units.

Although Mbazwana and Manguzi are still rural towns and subject to the dictates of the Ingonyama Trust Act, they are urbanizing at a fast rate and presents new challenges in terms of the housing development. Housing need in these areas include rental stock, middle income housing and the traditional low income housing. A relatively high representation of informal rental housing stock suggests a large number of people who occupy backyard shacks, cottages and other rented accommodation. Introduction of town planning in these areas will help to direct growth and ensure that the area develops in accordance with the national housing development policy – sustainable human settlement.

### 3.7.3 INFORMAL SETTLEMENTS

It is often than not argued that this municipality has a challenge with informal settlements. By natural default the area of Umhlabuyalingana determined itself to be rural in character

and as such 99% of the area is classified as rural. This is evident throughout the municipal area when you look at the housing typology and the dispersed rural settlements with poor road infrastructure that interlinks them.

Dwelling units made up of traditional material are still prevalent in the area however; the municipality does not consider these to be “informal settlements” and for a simple reason that these communities often have some form of land tenure rights to settle where they are. Basically, the issue of affording decent housing is the cause and some erect such houses by choice.

Furthermore, what is often over-looked is the fact that most decent and modern houses are often erected without following due processes i.e. acquiring an approval of a building plan from the municipality in terms of the National Building Regulations and Building Standards act 103 of 1977 as amended. This also boils down to the fact that in such areas the culture of ensuring as to which areas are best suitable for locating housing was never practiced and brings along challenges in terms of installing infrastructure in some of these areas.

Generally speaking and on the basis of the above, in the context of Umhlabuyalingana it will be social incorrect to consider the municipality as having a challenge with informal settlements but will be technically correct to make such a statement.

#### 3.7.4 SUITABLE LAND FOR HOUSING DEVELOPMENT

The Local Municipality of Umhlabuyalingana area of jurisdiction spreads for approximately 3621 km<sup>2</sup> in land magnitude. In terms of land tenure, estimated at 60 % of the municipal area falls under Ingonyama Trust ownership with four tribal councils who are the custodians of the land, with the remaining 40% consisting of commercial farms and conservation areas [Source: Stats SA, Census 2001 & 2007 Community survey].

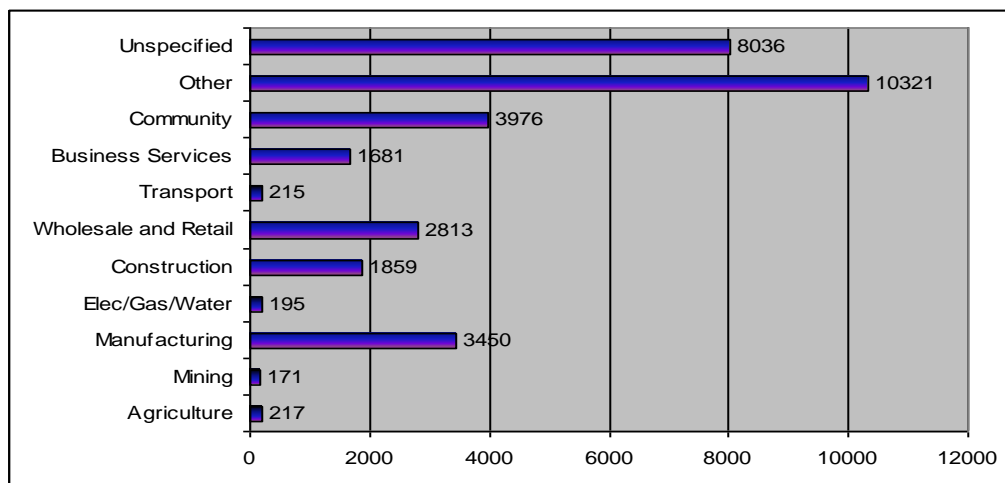
As many rural municipalities in South Africa Umhlabuyalingana was established [ito the Municipal Systems Act 32 of 2000] at the time where un-planned small rural towns/villages [organic towns/villages] had already emerged and as such since then the culture of identifying suitable land for housing purposes was never practiced.

It is imperative to sensitise the afore when one has to infomercial exhaust this vein, as is, the municipality is currently crafting a wall-to-wall Spatial Development Framework (SDF) and scheme(s) for Manguzi and Mbazwana towns respectively. This is a twofold exercise that will involve a high level land identification and designation wherein, feasible land for future housing expansions will be identified and other subsequent specialist investigations will have to be undertaken for each specific land parcel. Parallel to this the District municipality of Umkhanyakude is currently developing a district wide Environmental

Management Framework which will also serve as an informant for decision-making for future identification of feasible land for housing expansion. There is currently one housing project in the rural area that is under construction i.e. Mabaso. There are however plans for additional projects in the traditional authority areas. Refer to the housing chapter.

### 3.8 ECONOMIC PROFILE

#### 3.8.1 SIZE AND STRUCTURE OF THE LOCAL ECONOMY



Source: 2007 Community Survey

According to Umhlaluyalingana Municipality Local Economic Development Plan completed in 2007, the municipal area has a poorly developed economy characterized by heavy reliance on community services. This occurs mainly in the form of civil servants and service delivery programs of the national, provincial and local government structures, and is the same throughout the district. Informal trading activities located mainly in Manguzi, Mbazwana, Sikhemelele, etc serve as a main economic activity in the area, but there has also been remarkable growth in the retail and business services.

The LED sector plan also points out that the area has huge potential for eco-tourism given its location along one of the pristine world heritage sites – Isimangaliso Wetlands Park in close proximity to some of the prime tourist products including Tembe Elephant Park, Ndumo Game Reserve, etc. The area also forms part of the proposed Transfrontier conservation initiative involving South Africa, Mozambique and Swaziland.

#### 3.8.2 TOURISM SECTOR

Umhlaluyalingana Municipality, with the Assistance of the Department of Economic Development and Tourism, has developed and approved a Tourism Development Plan for

the municipal area of jurisdiction. The plan identifies tourism attractions within the area and ranks by popularity in comparison with the northern KwaZulu-Natal popular attractions. These are listed as follows:

- Isimangaliso Wetland Park (89%)
- Kosi Bay (22%)
- Tembe Elephant Park (11%)
- Sodwana Bay (11%)

The leading tourist attraction in northern KwaZulu – Natal is Hluhluwe – Umfolozi and it is estimated that 100% of the tour operators send tourists to that area.

### 3.8.2.1 FOREIGN TOURIST IN THE ELEPHANT COAST

According to the Tourism Sector Plan, 95% of tour operator business is from the overseas market. Main foreign tourism markets are Germany, United Kingdom, and the rest of Europe (primarily Netherlands, Belgium and France), North America and Australia. Umhlabuyalingana offers three of the five most popular activities undertaken by foreign tourists visiting KZN. The coastal areas offer some of the most beautiful natural attractions and beaches in KZN. These attributes are enhanced by the all year beach friendly weather.

Table 3.4: Foreign Tourist Visiting the Elephant Coast, 2008

FOREIGN TOURISM	ELEPHANT COAST – FOREIGN TOURIST, 2008	UMHLABUYALINGANA- FOREIGN TOURISM 2008
No. of visitors annually	504 000 (42%)	151 200 (30%)
Average spend per visitor	±R6764	±R6764
Total market value	R340 million	R10.2 million
Length of stay	Avg: 6.8 nights	Avg: 6.8 nights
Main overseas source market	UK, USA, France, Germany, Netherlands.	UK, USA, France, Germany, Netherlands.

Source: SAT, 2009

Taking into account these attractions and the popularity of the Umfolozi-Hluhluwe area and the Isimangaliso Wetland Park, it can be estimated that of the 42% (1.227 million) foreign tourists that visit the Elephant Coast, approximately 30% visit Umhlabuyalingana. Of the foreign tourists to KZN, 42% visited the Elephant Coast.

### 3.8.2.2 DOMESTIC TOURIST IN THE ELEPHANT COAST

Although no recent data is available on the number of domestic tourists visiting Umhlabuyalingana only, Tourism KZN reported that approximately 117 000 of domestic

tourist visited the Elephant Coast in 2008, the majority of whom came to visit family and friends followed by holiday and leisure.

Table 3.7: Domestic Tourists Visiting the Elephant Coast, 2008

	ELEPHANT COAST -	UMHLABUYALINGANA
No. of visitors annually to the Elephant Coast	117 000	70 200 (60%)
Avg. Spend per trip	±R641	±R641
Spend - Total direct value	R299 million	R44.9 million
Average Length of stay	3.7 nights	3.7 nights
Average no. of trips to the Elephant Coast	1.34	1.34
Main source market	Gauteng, KZN	Gauteng, KZN

Source: SAT, 2009

Umhlabuyalingana has many popular beaches and some of the most attractive resorts on the Elephant Coast. Given the widespread popularity of these areas, it is estimated that of the 117 000 domestic visitors to the Elephant Coast, 60% would visit the coastal areas of Umhlabuyalingana. The table below provides an indication of the number of domestic tourists that visit Umhlabuyalingana.

### 3.9 SPATIAL ANALYSIS

#### 3.9.1 REGIONAL ACCESS

Access to Umhlabuyalingana Municipality is achieved mainly through the MR 439 also known as Lebombo Spatial Development Initiative. This provincial corridor runs in a north south direction and serves as a major link between South Africa and Mozambique along the coast.

#### 3.9.2 UMHLABUYALINGANA SPATIAL SYSTEM OF INTEREST

The delineation of Umhlabuyalingana Municipality boundaries was based on a number of factors including population movement patterns, population distribution, and most importantly, regional economic patterns. This establishes the area as a system of interest reflecting complex interconnections among a range of component parts. The area, itself is also a subset of the other systems such as Umkhanyakude District Municipality in local government and service delivery terms, and Maputaland/Elephant Coast in tourism planning and development terms. Other systems of interest that impacts on the area include conservation and heritage, international conventions and national development processes.

### 3.9.3 SETTLEMENT PATTERN

Umhlabuyalingana is generally rural in character and is characterized by expansive low density settlements occurring on Ingonyama Trust land. However, over the last few years there has been an increase in density in some areas along the main roads with the conurbation of commercial activities in some strategic points thus giving rise to development nodes such as Mbazwana and Manguzi. Other nodal areas within the area include the following:

- KwaSikhemelele
- Mseleni which developed as a result of the public facilities such as a hospital.
- Phelandaba which is strategically located at the intersection of a provincial and district corridors.
- Tshongwe.

Manguzi and Mbazwana are experiencing relatively high population growth rates due to in-migration into these areas. Unless the formalization process is fast-tracked, these areas run a risk of deteriorating into expansive rural slums which will be very difficult to manage in future.

### 3.9.4 SERVICE CENTRES

The importance of promoting development in Mbazwana has been recognized by all spheres of government, particularly Umhlabuyalingana Municipality and Umkhanyakude District Municipality, and is accepted as a priority. Spatial frameworks for both municipalities identify the area as a rural service centre and a catalyst for regional spatial restructuring. This recognizes the role of the centre, and challenges the authorities to focus development and growth in this area, and ensure that spin-offs are generated for the outlying areas.

The district Spatial Development Framework as outlined in the IDP emphasizes the importance of an efficient service delivery system based on the model of development nodes, service centres and development corridors. These are differentiated by the role they play in regional space and the thresholds they serve. Mbazwana is identified as a secondary node with both administrative and service delivery functions.

Service centres have a critical role to play in underdeveloped areas with high levels of poverty and service backlog. The current dispersed settlement pattern of the Umhlabuyalingana area forces members of local communities to travel long distances under trying circumstances to access community facilities. The costs of these trips are reflected



not only in the financial expenses incurred, but also time spent and opportunities that are foregone.

### 3.9.5 LAND USE MANAGEMENT

Umhlabuyalingana Municipality has initiated a process leading to the preparation of a Spatial Development Framework (SDF) and a wall-to-wall Land Use Management Scheme (LUMS). At present the area is not subject to any land use management system. This explains the form of development and lack of structure. Previous attempts to formalize and develop land use schemes for Mbazwana and Manguzi did not yield any positive results. As a result, both towns remain informal.

## 3.10 STRATEGIC ENVIRONMENTAL ASSESSMENT

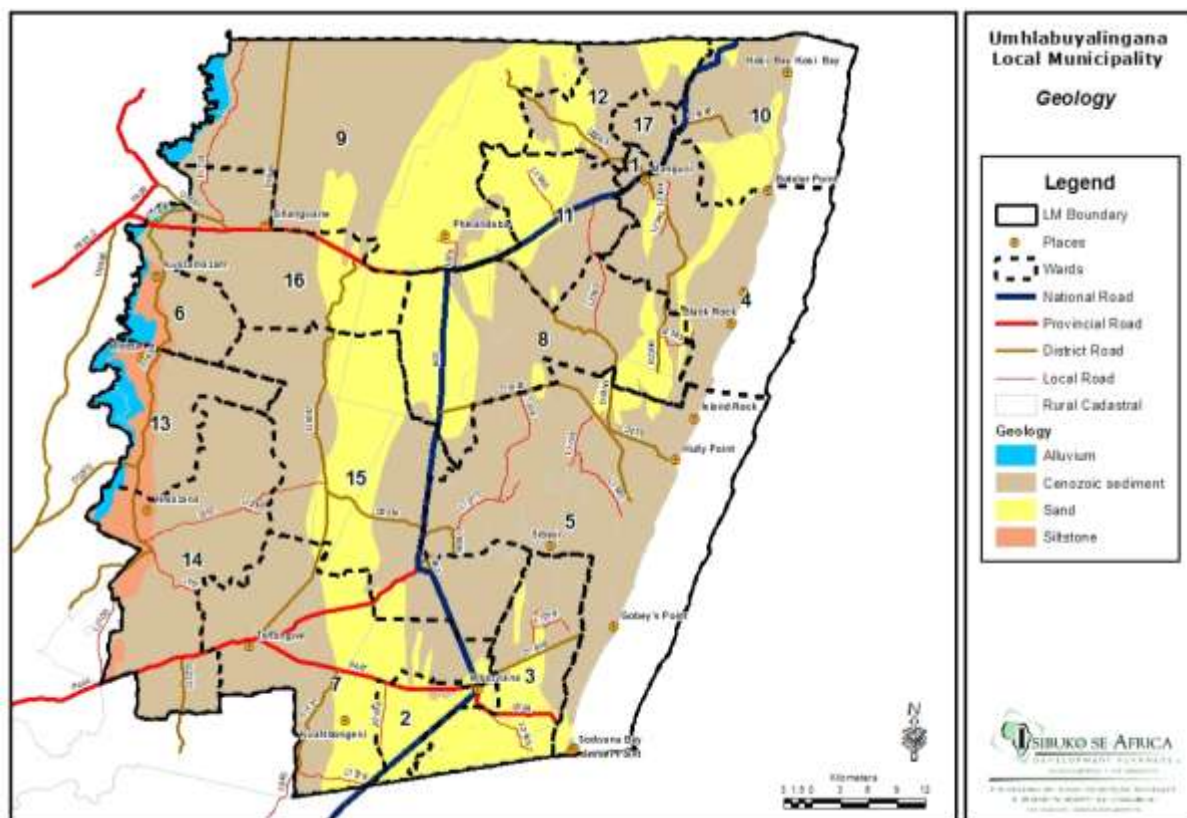
### 3.10.1 TOPOGRAPHY

The general topography within Umhlabuyalingana Municipal area is flat to gentle rolling. This normally implies that there are limited hindrances to development as far as topography or slope is concerned. The slope in the area is gentle and within acceptable limits for development. However given the sandy nature of the topsoil, any removal of ground cover may result in erosion, especially in areas that are moderately sloping. It is advisable that when planning the developments, activities that involve significant removal of vegetation or the land cover be avoided in the areas that are sloping. It is also advisable that development-specific geotechnical investigations be undertaken to determine the subsoil stability for the intended activity in the planning of specific developments.

### 3.10.2 SOIL

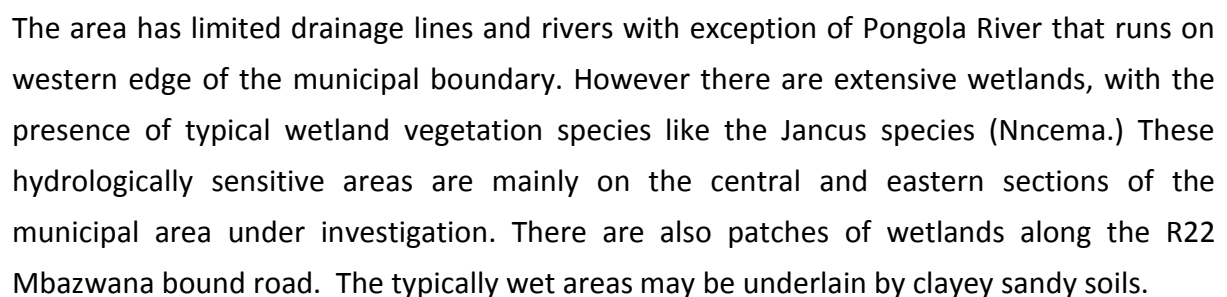
The soil type in the area is varied. However, the most predominant is sandy soil. Sandy soils by their very nature are very unstable and are susceptible to erosion. Thus the soils in the area are sandy and erodible. These soils tend to have accelerated erosion under poor land uses and in areas where the topsoil is exposed. This accounts for the extensive erosion evident in parts of the transformed areas. It would be necessary to ensure that soil erosion prevention measures are planned and vegetation removal is kept to only areas where it is necessary. A rehabilitation programme to combat soil erosion and to re-vegetate eroded areas is also recommended.

### 3.10.3 GEOLOGY



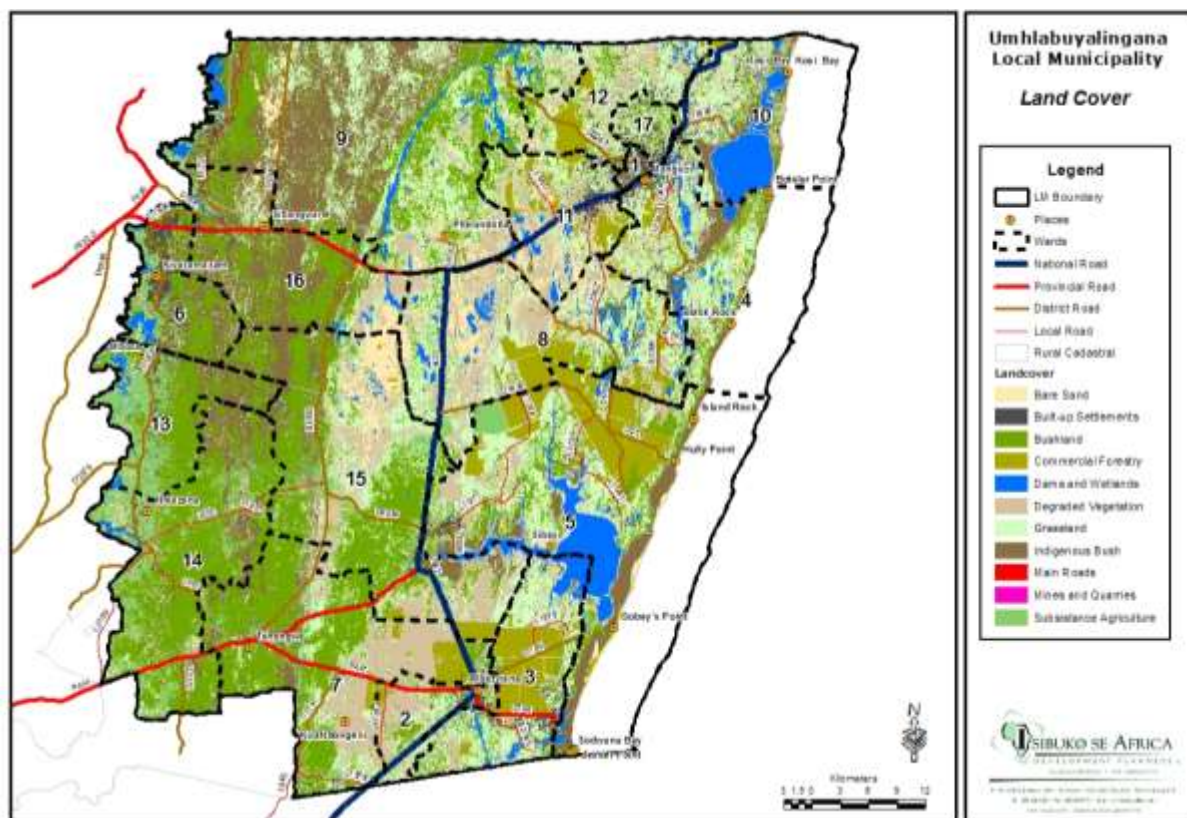
The geology of the central part of Umhlabuyalingana comprises sandy aeolian (wind-blown) deposits that were deposited during the Quaternary Age. This formation generally comprises poorly consolidated yellowish or greyish sands extending to depths in excess of 30 metres below existing ground level and is characterized by the presence of a shallow water table. The uppermost portion of these soils (i.e. +/- 3m below existing ground level) is usually very loose to loose in consistency and becomes progressively medium dense to dense with depth. The sandy aeolian soils are anticipated to classify as a fair sub grade material (i.e. G9 and poorer in terms of TRH14 classifications).

The most predominant geology feature is Cenozoic sediments which comprises a 1-20km wide band of Cretaceous age rocks and is further subdivided into the Mzinene formation which consists of a siltstone with shelly concretionary layers. These soils are anticipated to extend to depths in excess of approximately 25 metres below existing ground level and is characterised by the presence of a shallow water table. The geology of the area is characterised essentially by glauconitic siltstone which were deposited during the Cretaceous age respectively.



UMHLABUYALINGANA MUNICIPALITY IDP | STATUS QUO ANALYSIS

### 3.10.5 LANDCOVER AND GRASSLAND



The general vegetation type of the area is described as Maputaland Coastal Thicket. This vegetation type is said to be vulnerable to KZN province. According to KZN Wildlife vegetation classification, the province has an estimated 148,840 ha of this vegetation type of which 11.2% is protected. It is estimated that approximately 9.684% of this vegetation type in the province is completely transformed and a further 17.44% degraded. It is said that a total of approximately 73.25% of this vegetation type is still untransformed. In view of these statistics, this vegetation type is classified as vulnerable and therefore care need to be taken in order to protect its conservation significance in the province and in the country as a whole.

It is noted that a fairly large portion of this vegetation type within the project areas especially along the main roads and tracks is degraded or completely transformed. From this it can be seen that majority of the project area still have fairly untransformed Maputaland Coastal Thicket, which is said to be vulnerable. From this assessment also, it was noted that the Maputaland Coastal Thicket is dominated by grassland. Portions of this grassland are still in fairly good condition. The settlement activities in the area have resulted in a significant degradation of the vegetation especially within around Phelandaba and Mbazwana. This confers 'a reduced' conservation significance on the site. However, in terms of environmental legislation, development of any site greater than 1 hectare (whether in a

suitably good vegetation condition or derelict), requires authorization from the Provincial Department of Agriculture and Environmental Affairs. Given the status of the vulnerable vegetation at a municipal level, care needs to be taken in the planning of developments so that unnecessary disturbances would not occur on the untransformed thicket and grassland. Development of any untransformed or derelict area may be subject to an environmental impact assessment. The key environmental issues may be removal of vegetation if the transformation or the size of the development is more than the allowed size in hectares and degradation of wetland vegetation and subsequent reduction in its functionality.



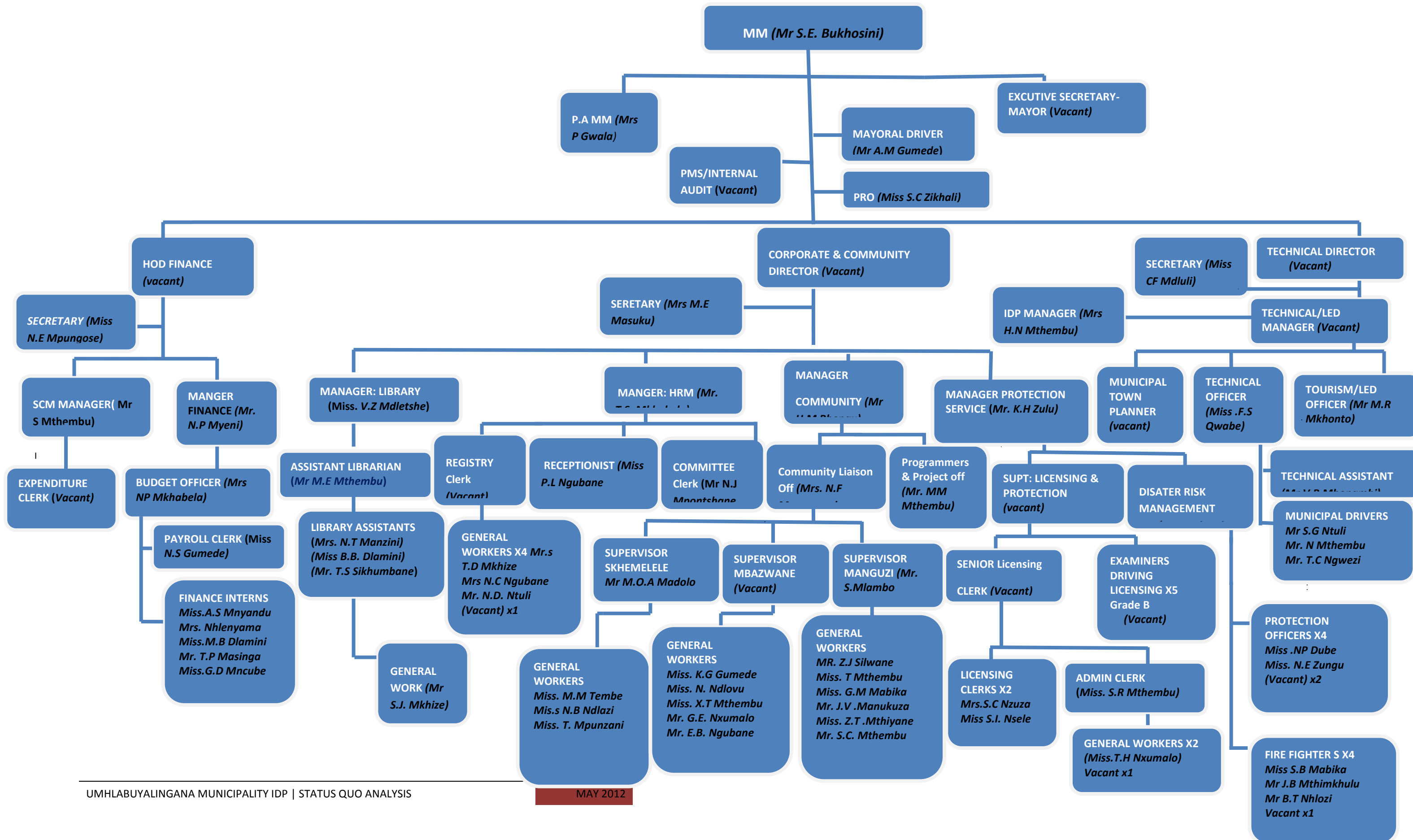
### 3.11 MUNICIPAL ADMINISTRATION

#### 3.11.1 ORGANISATIONAL STRUCTURE

The municipality has developed and approved an organogram based on the mandate, powers and functions and need for effective administration. The organogram defines organizational structure and makes provision for the following departments and strategic programmes:

- The office of the Municipal Manager.
- Corporate Services.
- Technical Services

The implementation of the organogram is a priority for the municipality given a need to create sufficient capacity to implement the IDP and render services effectively. The organogram makes provision for a total staff complement of 66 positions, which marks a significant increase (15 positions) from the situation in 2005. The organogram is revised continuously to cater for the changing needs of the municipality. However, the key challenge is to attract and retain qualified and experienced personnel. This could be ascribed to the remote location of the area in relation to major urban centres and the limited resources available to the municipality for staff remuneration.



### 3.11.2 EMPLOYMENT EQUITY

The Municipality subscribes to the spirit, objectives, and provisions of the Employment Equity Act (Act No. 55 of 1998). Accordingly, the municipality has formulated an Employment Equity Plan in pursuit of this agenda. The Plan articulates the strategies and programmes to achieve employment equity and commits the municipality to some targets in this regard.

Although the staff complement has increased and an Employment Equity Plan adopted, the organization is still facing some challenges in terms of employment equity. According to the Employment Equity Plan (2010), the staff is entirely black African with senior management predominantly male. Only 3 staff members could be described as people living with disability. Therefore, there is a need to address representation of women, disabled and other racial groups.

### 3.11.3 WORKPLACE SKILLS PLAN

In all 100 employees including councillors 34 councillors and 12 officials have been trained. Training areas covered a wide range of fields related to municipal administration and delivery of services.

## 3.12 MUNICIPAL GOVERNANCE STRUCTURES

### 3.12.1 MUNICIPAL COUNCIL

Umhlabuyalingana has 34 councillors that constitute council. They come from different political parties and were elected democratically by the local communities. Council is the final decision-making body for the municipality.

### 3.12.2 EXECUTIVE COMMITTEE AND PORTFOLIO COMMITTEES

The Executive Committee (EXCO) is responsible for the day-to-day running of the organization, and decision making. They meet regularly to receive reports from the Municipal Manager. EXCO is supported by the following portfolio committees, who serve as oversight structures in respect of various line functions and responsibilities of the municipality:

- Finance and Information Management Systems
- LED and Infrastructure Development.



➤ Corporate and Community Services

➤ Municipal Scopa

The objects and the scope of work for each committee are outlined in the Terms of Reference (TORs) and are summarized on the matrix below:

COMMITTEE	OBJECTS	
Corporate and Community Services (COCOS)	<b>CORPORATE SERVICES:</b> incorporates, Administration, Secretariat, Legal Services, Council Support, Policies and Procedures, Facilities Management, Capacity Building and Human Resources.	<b>COMMUNITY SERVICES</b> entails Passenger Transport, Health, Public Participation, Waste Management, Social services, Protection Services, Disaster Management, Emergency services, Project Management, Contracts Management, Communications, Housing (provision) and Land affairs, Ward Committees, Pounds, Safety and Security, Cemeteries (Reservations), Sports Culture, Housing administration, Sports and Recreation, Special programmes i.e. Gender, Disabled and Youth Affairs.
Finance, and Information Management Systems Portfolio Committee (FIRMS)	<b>Information management systems</b> deals with components computers and information technology and communication	<b>Finance</b> covers the following components: budgeting preparation and implementation, revenue and expenditure management, mid-year budget and performance assessment, revenue generation, capital expenditure control, investments, assets and liability management, internal audit and audit committees, financial report and auditing, debt collection credit control and loans, supply chain management – procurement of goods and services.
SCOPA	To strengthen the capacity and capability of the Council to play its oversight role over the Executive and the administration	
Planning, LED and Infrastructure Development	<b>PLANNING</b> includes the following components: Planning and Building Control, IDP, Land Use Management, Environmental Management, Local Economic Development, Local Tourism, Programme and Project Management, Contracts Management, Information Services, Information services and Local Marketing, also included is <b>RURAL AND LOCAL ECONOMIC DEVELOPMENT</b> includes investment promotion, and all initiatives, programmes and policies that create an enabling environment for rural and local economic development as well as <b>TOURISM</b> entails promotion of local tourism and marketing of Municipal area through initiatives, programmes that create conducive environment for tourism investments and fostering public private partnerships	<b>INFRASTRUCTURE AND TECHNICAL SERVICES</b> includes the following components: Municipal Roads, Municipal Airports and Airstrips, Housing Technical), Water, Electricity, Sanitation, Communication Infrastructure, Public Works, Project Business Planning, Project Management, Contract Management, Regulation and Monitoring, Implementing Agents, Nature Conservation, Swimming Pools and Fleet Management

### 3.12.3 WARD COMMITTEES

The Municipality has 17 wards, and each ward has a Ward Committee. In line with the requirements of Outcome 9, all of these wards combined at a municipal wide level

A public Participation unit supports the Speaker, and is responsible to ensure that the ward committees are functional in line with an approved Ward Committee policy.

### 3.12.4 AUDIT COMMITTEE

According to the Umhlabuyalingana Annual Report, the Audit Committee was established in the 2010/11 financial year in accordance with section 166 of the Municipal Finance Management Act. It is also important to mention that due to the geographic location of the Municipality it has been difficult to attract suitable candidates to serve in the Audit committee. The functioning of the committee is also affected by untimely resignation and inconsistent attendance of meetings.

### 3.12.5 INTERNAL AUDITORS

The Internal Audit function has been outsourced to Deloitte Consulting in the last financial year for the next three years. The internal auditor's coverage plan for 2010/11 has been implemented accordingly.

### 3.12.6 MUNICIPAL SCOPA

The municipal SCOPA was established in 2010/11 and performs its functions accordingly. The Municipal SCOPA plays an oversight role in the compilation of the annual report, presentation to both EXCO and Council, conducts public participation in the four clusters, incorporated comments from the public and submits the report to Council for adoption and later to the province.

### 3.12.7 SUPPLY CHAIN MANAGEMENT COMMITTEES

All supply chain management structures have been established and are functional. It is however, critical to ensure that supply management policies are observed and implemented accordingly.

## 3.13 SYSTEMS AND PROCEDURES

### 3.13.1 SUPPLY CHAIN MANAGEMENT

The municipality has developed and is implementing a supply chain management policy and the associated procedures. These need to be reviewed on a continuous basis as a means to

ensure that they remain relevant and respond to all the situations that pertains to the procurement of services and goods, and also to comply with the MFMA and treasury regulations.

### 3.13.2 INTERNAL AND EXTERNAL AUDITING

Internal Audit has been outsourced for a period of three years. The Office of the Municipal Manager with the assistance of the Chief Financial Officer is responsible for overseeing the services rendered in this regard.

### 3.13.3 RECORD MANAGEMENT SYSTEM

The municipality has established a registry unit and entrusted it with record keeping and maintenance. The unit need to be strengthened through the introduction of a system that creates institutional memory. This is critically important given a relatively high staff turnover in Umhlabuyalingana.

### 3.13.4 MANAGEMENT POLICIES

The municipality has developed and adopted various management policies across the board. However, the challenge is to ensure that policies are implemented aggressively and procedures are followed accordingly. A comprehensive list of these policies in indicated below:

POLICIES	COMMENTS/PROGRESS	ADOPTED
Supply Chain Management policy	Developed and Completed	Yes
Indigent policy	Developed and completed	Yes
Risk Assessment Plan	Developed and completed	Yes
Employment Equity Plan	Developed and Completed	Yes
Skills Development Plan	Developed and Completed	Yes
Communication Plan	Developed and completed	Not yet
IDP Process Plan	Developed and Completed	Yes
Comprehensive Infrastructure Plan	Not in place to be done 2012/13	
Rates Policy	Developed and Completed	Yes
Petty Cash Policy	Developed and Completed	Yes
Credit Control and Debt Collection Policy	In place	Yes
Cash Management and Investment Policy	In place	Yes
Budget Policy	In place	Yes
IT Policy	Developed	
Ward committee Policy & Procedure	In place	Yes

POLICIES	COMMENTS/PROGRESS	ADOPTED
Occupation Health and Safety Policy	Not developed, to be done 2012/13	
Fixed Asset Management Policy	In place	Yes
Turn Around Strategy	In place	Yes

### 3.13.5 INTEGRATED FINANCIAL MANAGEMENT SYSTEM

The municipality has introduced an Integrated Financial Management System (IMFS) as part of the rebuilding process. However, there is a need to develop sufficient capacity to operate the system and manipulate data in a manner that enables the production of statutory reports for submission to council and treasury.

### 3.13.6 GEOGRAPHICAL INFORMATION SYSTEMS

The Municipality has not developed Geographic Information System (GIS) capacity. However, a GIS has been included in the Planning Shared Services Centre located in Umkhanyakude District. The centre provides service and support to all local municipalities including Umhlabuyalingana Municipality. A number of service providers have worked in the area generating valuable data sets, but this has not been collected and consolidated into a comprehensive GIS for the district.

### 3.13.7 MUNICIPAL PROPERTY RATES

The municipality has developed a Municipal Property Rates Policy in line with the Municipal Property Rates Act. However, the full implementation of this policy requires the undertaking a land audit and development of a valuation roll. This exercise is being undertaken with the assistance of the Ingonyama Trust Board and will be integrated into the land use management system (LUMS) and geographic information system. Implementation of this policy and introduction of this system is critical for revenue generation and enhancement.

### 3.13.8 BUDGET EXPENDITURE

According to the 2011 Umhlabuyalingana Municipality Annual Report the Auditor General gave the Municipality an unqualified audit opinion. The report notes that there has been an extreme under expenditure (25%), in particular, on the capital budget. An amount of R41 464 029.00 was available for 2010/11 financial year and only R10455 369.00 was spent as at the end of the financial year.

## 3.14 KEY DEVELOPMENT ISSUES

The Municipality faces a number of challenges in meeting the local government objectives. One of the primary challenges being that the priority areas identified in this situation analysis do not all fall within the functional area of the Municipality. This has the effect that the Municipality will play a dual role namely that of implementing agent and that of facilitator and coordinator. Pivotal to both roles is ensuring that the Municipality has the capacity and resources. It is on this premise that it is recommended that the municipality firstly review its institutional framework, financial viability and governance to equip it to play the role required of it.

#### 3.14.1 HIGH RATE OF POVERTY

Poverty in Umhlabuyalingana manifests itself in different dimensions with income poverty and human poverty being the most common. Income poverty refers to the lack of sufficient income to satisfy basic food needs and essential non-food needs such as clothing, energy and shelter. It arises from a high rate of unemployment, poor access to productive resources, lack of marketable skills and general lack of job opportunities. In fact, 44.9% of households do not have secured monthly income, and there is a generally high dependence on social grants as a source of income.

Human poverty, on the other hand, broadly refers to poor access to basic human capabilities and it arises from high representation of the members who cannot read, write and numerate, food insecurity, malnutrition, declining life expectancy, increase of sickness and deaths related to preventable diseases and poor access to basic services. Rate of functional illiteracy in Umhlabuyalingana is estimated at 65%. Overcrowding as its starting to happen in Manguzi also contributes to this situation.

#### 3.14.2 IMPACT OF HIV AND AIDS

HIV and AIDS has generally been identified as one of the key factors that influence development in the modern days. According to the Department of Health, about 25437 people have tested positive in the area, and the number of HIV and AIDS related deaths have also been recorded. However, research undertaken by the Africa Centre in some parts of Umkhanyakude District reveals that the number of HIV/TB related deaths has declined substantially over the last few years since the ART program started in 2004. HIV and AIDS lead to a range of social and economic problems including the following:

- Increase in the dependency ratio as the number of the economically active who dies of AIDS increase.

- Increase in the number of orphans, which in turn puts strain on the limited welfare budget.
- Population decline which has potential to reduce the thresholds for major infrastructure projects such as water schemes which are designed on the basis of the existing and future population projections.
- Increase in the number of households with members who need special care and treatment thus putting burden on their families, particularly women who are often the ones who look after the sick in addition to their daily activities
- Lack of income in cases where breadwinners die of AIDS.
- Low productivity rate.

### 3.14.3 POOR ACCESS TO PUBLIC FACILITIES

Umhlabuyalingana is characterized by generally poor access to public facilities and services such as schools, health, welfare, etc. It manifests itself in the following forms:

- Poor condition of schools which does not contribute to building a culture of learning and teaching, and inequitable distribution of schools in space which forces a large number of pupils to walk long distances to reach schools.
- Poor access to institutions for early childhood education. This field has been identified by the national and provincial governments as a priority area of intervention. Some that exists are very basic and lack the necessary equipment.
- Poor access to health services which affects delivery of primary health care. Members of the public are forced to walk long distances to reach hospitals and/or clinics as they are mostly provided below the recommended standards.
- Lack of visible policing. The area has only two police stations which cover the whole of Umhlabuyalingana.
- Poor access to library services which also affects the development of a culture of learning and teaching.
- Poor access to welfare services including pension pay points, magistrate services, etc.
- Poor access to cemeteries. The existing ones are informal and poorly maintained. There is no regional cemetery in Umhlabuyalingana.

### 3.14.4 BACKLOG IN THE DELIVERY OF BASIC INFRASTRUCTURE

Although substantially progress has been made in the delivery of services such as electricity, water and telecommunication, and development of associated infrastructure, the level/extent of need is such that provision of these services remains one of the key development challenges facing Umhlabuyalingana Local Municipality. A large number of settlements is still without reliable sources of energy and depend on candles, paraffin and firewood for light and power. Access to firewood is becoming a serious problem while costs of candles and paraffin may not be affordable to some households.

Water is delivered below RDP standards with certain areas showing a high rate of dependence on boreholes and natural sources. In some instances, plans have been developed for the delivery of bulk water, but it is important to note that some of the existing bulk water schemes within the district are operating at a loss and put strains on the financial situation of the District Municipality.

#### 3.14.5 FORMALISATION OF MANGUZI AND MBAZWANA

Manguzi and Mbazwana are both identified as service centres in the Umhlabuyalingana Spatial Development Framework. The same sentiment is echoed in the district SDF which also recognises the strategic location of these centres in relation to regional access roads and the communities they serve. However, they have both developed organically without the benefit of formal town planning. In fact, they have developed in line with the traditional land allocation system that pertains in traditional authority areas with the difference being a relatively high concentration of commercial activities. Previous attempts to introduce formal planning in these areas have not yielded the required results, leaving the municipality with a challenge to finalise this process. Both Ingonyama Trust and the affected traditional councils have embraced the need for planning and pledged support to the process. Failure to introduce planning will have far reaching implications including degeneration of these areas into expansive rural slums, informal development in environmentally sensitive areas, lack of investment and poor image of the municipality.

#### 3.14.6 CHANGING SETTLEMENT PATTERN

Settlement pattern in Umhlabuyalingana is going through a process of change. This is marked in part by an increase in the number of households that are settling along major regional access roads, an increase in density in close proximity to the emerging urban centres and nucleation of settlements. Rural settlements occur as a result of land allocation practices of the traditional councils with limited consideration of planning concerns. The location of these settlements in space is highly influenced by the livelihood strategies such as access to arable land, reliable sources of water, grazing land, etc. Factors such as access

to public facilities (schools, clinics, etc), public transport routes and bulk services are fast emerging as critical factors in the growth and expansion of rural settlements.

The nature of rural settlements poses a major challenge for both policy makers and service delivery agencies. Communities have articulated need for services such as access roads, water and electricity. While the government has made significant progress in this regard, the process has proved to be frustratingly expensive. The spatial structure or lack thereof causes inefficiency and accounts for relatively high service delivery costs.

#### 3.14.7 POOR ACCESS TO SHELTER

Umhlabuyalingana Municipality is predominantly rural in character and the majority of people reside within traditional authority areas, which are characterized by a high level of poverty. People in these areas cannot afford to build and maintain proper houses, due to high levels of unemployment and poverty. As such, they live in very basic structures built of local natural resources with limited durability. Moreover, traditional authority areas were previously excluded from housing subsidy scheme.

#### 3.14.8 HIGH RATE OF UNEMPLOYMENT

Umhlabuyalingama Municipality has suffered from years of neglect in terms of economic development. As a result, the area is poorly developed with employment opportunities. Community services are the main source of employment in the area. Informal trading also plays a significant role as a source of income and an alternative to formal employment. Agricultural activities are limited to subsistence and small-scale commercial farming. The tourism sector has also failed to generate the much needed employment opportunities. 65% of the population was recorded during the 2007 Community Survey as economically inactive while 22% is unemployed. The economically inactive population includes people who have given up looking for employment opportunities.

#### 3.14.9 LACK OF INVESTMENT

The historical neglect of Umhlabuyalingana area, together with its negative image as a remote underdeveloped poverty pocket has robbed the area of its economic development potential. The area lacks an investment friendly environment and bulk infrastructure for economic development. Electricity and water supply is unreliable while bulk sewer is only limited to the area around the hospital area. Lack of planning has also contributed to this phenomenon.

#### 3.14.10 POOR ENVIRONMENTAL MANAGEMENT



Poor environmental management manifests itself in the form of overgrazing, over-harvesting of natural resources and environmental degradation, which characterizes the traditional authority areas. This issue arises from the lack of information about environmental management, poor access to land resources and poor management of natural resources.


The municipality needs to develop a strategic environmental management framework (EMF) to guide environmental management practices and undertaking of site specific environmental investigations. The Department of Environmental Affairs has established an office in Umkhanyakude, with an intention to assist municipalities and stakeholders to promote good environmental management practices.

#### 3.14.11 LACK OF SUFFICIENT CAPACITY WITHIN UMHLABUYALINGANA

Umhlabuyalingana Municipality is a small rural municipality located in a remote part of the KwaZulu-Natal Province. Although the area is well served with regional access roads, major urban centres are located at least beyond a 200km radius from Umhlabuyalingana. As such, the municipality is battling to attract and retain skilled and experienced personnel across government departments and other sectors. This leads to a high staff turn-over rate and, in some instances, appointment of people who lack sufficient skills and experience in senior positions.

## **SECTION C:**

# **DEVELOPMENT STRATEGIES, PROGRAMMS AND PROJECTS**



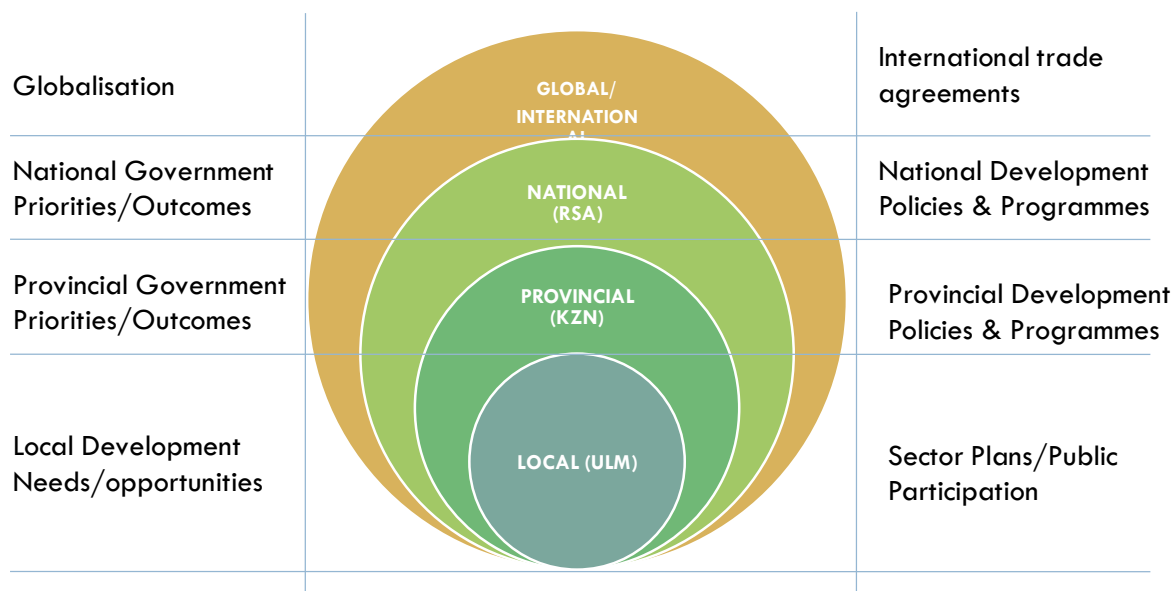
## 4 DEVELOPMENT STRATEGY

Umhlabuyalingana development strategy is designed to fit-in and give effect to the intention of both the national and provincial development strategies. This includes at a national development plan (Vision 2030) and various government programs. The Umhlabuyalingana IDP also fits within the provincial development framework as set out in the PGDS, and covers the following:

- Strategic fit (alignment with national and provincial strategic frameworks)
- Vision statement
- Mission statement
- Core values or organizational culture
- Long term goals
- Strategies, objectives and action plans

The strategy will serve as a road map for service delivery, governance and democratisation.

### 4.1 STRATEGIC FIT



## 4.2 LONG-TERM DEVELOPMENT GOALS

### FOCUS AREAS OF THE NATIONAL DEVELOPMENT PLAN

1. Key drivers of change
2. Demographic trends
3. Economy and employment
4. Economic infrastructure
5. Transitioning to a low carbon economy
6. Inclusive rural economy
7. Positioning South Africa in the world
8. Human settlements
9. Improving education, innovation and training
10. Promoting health
11. Social protection
12. Building safer communities
13. Building a capable state
14. Promoting accountability and fighting corruption
15. Transforming society and uniting the country

### PROVINCIAL DEVELOPMENT GOALS

1. To maximize **KZN** position as a **gateway to South and Southern Africa**;
2. To ensure **human and utilization of natural resources** are in harmony;
3. To create **safe, healthy and sustainable living environments**;
4. To aspire to **healthy and educated communities**;
5. To ensure **all employable people are employed**;
6. To develop a more **equitable society**;
7. To ensure that **all people have access to basic services**;
8. To offer **world class infrastructure**;
9. To boost **investors confidence to invest in KZN**;
10. To develop a **skilled labour force aligned to economic growth needs**;
11. To create **options for people on where and how they opt to live, work and play**;
12. To entrench **people centred-ness**;
13. To provide **strong and decisive leadership**; and

### UMHLABUYALINGANA DEVELOPMENT GOALS

1. To ensure **human and utilization of natural resources** are in harmony;
2. To aspire to **healthy and educated communities**;
3. To ensure **all employable people are employed**;
4. To ensure that **all people have access to basic services**;
5. To boost **investors confidence to invest in KZN**;

## 4.3 DEVELOPMENT VISION, MISSION STATEMENT AND CORE VALUES

**VISION STATEMENT**

**TO BE A PEOPLE CENTERED  
PREMIER SOCIO-ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTALLY FRIENDLY  
SERVICE DELIVERY MUNICIPALITY**

**CORE VALUES**

Commitment  
Responsibility  
Accountability  
Transparency

**MISSION STATEMENT**

**“Creating an enabling  
environment and sustainable  
development which promotes  
quality of life”.**

**STRATEGIC ORGANISATIONAL OBJECTIVES**

- To improve quality of life and create a pleasant living and working environment.
- To create an environment that promotes investment and economic growth.
- To involve local communities and stakeholders in municipal affairs in a structured manner.
- To develop Umhlabuyalingana LM as a viable and sustainable local government structure.
- To deliver services efficiently and effectively.

#### 4.4 KEY PERFORMANCE AREAS AND ORGANISATIONAL OBJECTIVES

Spatial Rational (Spatial Planning and Environmental Management)	<ul style="list-style-type: none"> <li>•To create an efficient and functional structure for effective development and delivery of services</li> <li>•To promote productive, harmonious and sustainable land use.</li> <li>•To provide effective support to environmental management initiatives in the area.</li> </ul>
Infrastructure Development and Service Delivery	<ul style="list-style-type: none"> <li>•To facilitate the delivery of basic services to RDP standards.</li> <li>•To facilitate an improvement in access to community/public facilities to minimum standards</li> <li>•To facilitate bulk infrastructure development in support of economic development initiatives</li> </ul>
Social and Economic Development	<ul style="list-style-type: none"> <li>•To create an environment conducive for investment and economic growth</li> <li>•To promote and support eco-tourism as a means to increase tourism market share</li> <li>•To facilitate the commercialisation of food production and life stock farming.</li> <li>•To facilitate development and growth of SMMEs</li> </ul>
Financial Viability and Sustainability	<ul style="list-style-type: none"> <li>•To improve revenue generation by 25% per annum over the next five years</li> <li>•To develop and maintain systems and procedures for effective and sound management of municipal finances.</li> <li>•To be 100% compliant with the SCM regulations.</li> </ul>
Institutional Transformation and Corporate Development	<ul style="list-style-type: none"> <li>•To provide the optimal institutional structure to render effective and efficient services</li> <li>•To develop, maintain and implement a credible IDP.</li> <li>•To attract and retain qualified and experienced staff across the staff establishment</li> <li>•To create a positive image of Umhlabuyalingana Municipality.</li> </ul>
Democracy and Good Governance	<ul style="list-style-type: none"> <li>•To run the municipality in an open, transparent and accountable manner.</li> <li>•To comply fully with all municipal legislation</li> <li>•To provide for an effective involvement of the public in municipal affairs</li> </ul>

## 4.5 DEVELOPMENT STRATEGIES AND ACTION PLANS

### 4.5.1 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
01/01/12-12	To create and retain sufficient capacity for an effective administration	Human Resource Management	<ul style="list-style-type: none"> <li>• Fill-in the priority vacant posts.</li> <li>• Formulation and implementation of a staff retention strategy.</li> <li>• Develop packages that are attractive to qualified and experienced personnel.</li> <li>• Review and implementation of an employment equity plan with a particular focus to the empowerment of women and the disabled.</li> <li>• Review and implement human resources policies.</li> <li>• Facilitate on-job skills development and training.</li> <li>• Use internship and in service training to create local skills.</li> </ul>	Full and competent staff complement	Corporate and Community Services
01/05/12-13	To manage and enhance the performance of councillors, individual employees and that of the municipality as a whole.	Performance Management	<ul style="list-style-type: none"> <li>• Set targets and performance measures for all objectives outlined in the IDP.</li> <li>• Implementation of performance contracts.</li> <li>• Train staff and councillors on the PMS.</li> </ul>	Improved performance.	Office of the Municipal Manager

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			<ul style="list-style-type: none"> <li>Implement the PMS policy rigorously and ensure compliance with relevant legislation.</li> <li>Undertake quarterly reviews.</li> <li>Undertake client satisfaction surveys as a means to gauge level of satisfaction with municipal services.</li> <li>Undertake quality of life surveys to establish improvement or decline in the standard of living.</li> </ul>		
01/06/12-13	To proactively identify and address potential risks that may affect the functioning of the organization.	Risk Management	<ul style="list-style-type: none"> <li>Undertake a risk identification and assessment exercise.</li> <li>Formulate a risk management strategy.</li> <li>Facilitate an effective implementation of the risk management strategy.</li> </ul>	Risk Management Strategy	Office of the Municipal Manager
01/07/12-13	To administer the affairs of the municipality in accordance with relevant legislation and policies.	Municipal administration	<ul style="list-style-type: none"> <li>Develop and implement the calendar for council and committee meeting.</li> <li>Develop delegations and implement accordingly.</li> <li>Develop a calendar of statutory reports and facilitate compliance.</li> <li>Undertake continuous training and capacity building of councillors as a means to ensure that they make informed decisions.</li> </ul>	Efficient administration	Corporate and Community Services
01/10/12-13	To facilitate expedient access to information.	Information Technology	<ul style="list-style-type: none"> <li>Develop and introduce an integrated information management system.</li> <li>Develop and maintain a municipal</li> </ul>	Improved access to information	Corporate and Community



REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			website. <ul style="list-style-type: none"> <li>• Introduce the use of SMSs to disseminate information and create public awareness of municipal activities.</li> <li>• Improve the capacity and security of the server.</li> </ul>		Services
01/08/12-13	To keep records and create institutional memory.	Record Keeping/Registry	<ul style="list-style-type: none"> <li>• Improve registry system.</li> <li>• Develop a system to store and manage documents prepared by and on-behalf of the municipality.</li> <li>• Develop a knowledge management system</li> </ul>	Institutional memory	Corporate and Community Services
01/09/12-13		Legal Services	<ul style="list-style-type: none"> <li>• Retain the services of a legal expert to advise the municipality on legal matters.</li> <li>• Compliance with relevant legislation.</li> </ul>		Corporate and Community Services
01/11/12-13		Employee Assistance programme	<ul style="list-style-type: none"> <li>• Develop an employee assistance programme.</li> </ul>		Corporate and Community Services

## 4.5.2 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
02/01/20-13	To facilitate provision of water and sanitation to a minimum of RDP standards.	Basic Services (Water, sanitation and refuse removal)	<ul style="list-style-type: none"> <li>Undertake an assessment of water and sanitation backlog within Umhlabuyalingana.</li> <li>Participate actively in the district water and sanitation coordination structures.</li> <li>Facilitate the provision of water and sanitation services as a means to eradicate service backlog and poverty.</li> <li>Facilitate provision of water and sanitation services to public facilities such as schools and clinics.</li> <li>Monitor implementation of water and sanitation projects.</li> <li>Integrate settlement planning with water and sanitation delivery programme.</li> </ul>	<p>Water to every household within a 200m radius.</p> <p>A VIP in each household.</p>	Technical services
02/03/12-13	To keep Umhlabuyalingana clean and safe from diseases.	Waste Removal and Management	<ul style="list-style-type: none"> <li>Develop a strategy and facilitate provision of waste removal service throughout the municipal area. Facilitate the identification of potential sites for the development of landfill sites.</li> <li>Develop initiatives to keep the area clean.</li> </ul>	<p>Wall-to-wall refuse removal service.</p> <p>Landfill sites</p>	Corporate and Community Services

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
			<ul style="list-style-type: none"> <li>Investigate feasibility for the establishment of a waste management and recycling centre.</li> </ul>		
02/04/12-13	To facilitate the provision of reliable sources of energy to each household.	Electricity and alternative sources of power	<ul style="list-style-type: none"> <li>Facilitate the provision of electricity throughout Umhlabuyalingana to reduce backlog.</li> <li>Facilitate the upgrading of electricity infrastructure in Manguzi and Mbazwana.</li> <li>Investigate potential for alternative and renewable sources of energy within Umhlabuyalingana.</li> <li>Identify and provide households that qualify for free basic electricity based indigent register.</li> </ul>	% increase in the number of households with access to reliable sources of power.	Technical Services Community Services CFO
02/05/12-13	To improve access to free basic services among the indigent.	Free Basic Services	<ul style="list-style-type: none"> <li>Preparation/review of an indigent policy.</li> <li>Preparation and annual update of indigent register.</li> <li>Rigorous implementation of the indigent policy.</li> </ul>	% increase in the number of households receiving indigent support.	Community services CFO
02/06/12-13	To provide access and facilitate vehicular movement between and within settlements.	Access Roads and storm water	<ul style="list-style-type: none"> <li>Identify and map all local access roads that require construction and/or upgrading and/or maintenance.</li> <li>Initiate a community based roads and stormwater maintenance programme. <ul style="list-style-type: none"> <li>Participate actively in the rural Road Transportation Forum programs.</li> </ul> </li> <li>Initiate a street upgrading</li> </ul>	<p>Report on backlogs.</p> <p>Length of roads constructed/upgraded/</p> <p>Maintained per annum.</p>	Technical Services

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
			programme in Mbazwana and Manguzi.	Tarred roads in Manguzi and Mbazwana.	
02/07/12-13	To plan for the long-term development and maintenance of infrastructure.	Infrastructures planning	<ul style="list-style-type: none"> <li>• Develop infrastructure and maintenance plan.</li> <li>• To participate in the preparation of district infrastructure plans.</li> <li>• Preparation and review of Housing Sector Plan</li> <li>• Formulation of public facilities plan</li> <li>• Regularisation of waste sites in Mbazwana and Sikhemele.</li> <li>• Develop electricity master plan and business plan for funding.</li> <li>• Develop cemetery master plan</li> </ul>	Adopted sector plans.	Technical Services Development Planning
02/08/12-13	To transform rural and urban settlements into integrated and sustainable human settlements.	Sustainable Human Settlements	<ul style="list-style-type: none"> <li>• Identify settlements that are located on environmentally sensitive areas for resettlement.</li> <li>• Identify priority settlements for settlement planning.</li> <li>• Facilitate the development of planned urban settlements in Manguzi and Mbazwana.</li> <li>• Coordinate housing delivery and infrastructure development.</li> <li>• Undertake a housing consumer education.</li> </ul>	Mapping of settlements. Settlement Plans. Units delivered per annum.	Technical Services
	To create opportunities		<ul style="list-style-type: none"> <li>• Undertake market and needs analysis for new housing products in</li> </ul>	Land earmarked	Technical Services

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
	for new housing products in Umhlabuyalingana,		<p>Umhlabuyalingana.</p> <ul style="list-style-type: none"> <li>Identify and assess land parcels for the development of rental and middle income housing stock.</li> <li>Package land for the development of new housing stock/products.</li> <li>Engage the DoHS, banking institutions and private developers about the development of new housing products.</li> <li>Packaging of project application for submission to DoHS.</li> <li>Facilitate the development of rental housing stock in Mbazwana and Manguzi.</li> </ul>	<p>for new housing products.</p> <p>Number of new rental and middle income units.</p>	Development Planning
<b>02/09/12-13</b>	To facilitate provision of public facilities in line with the recommended standards.	<b>Public facilities</b>	<ul style="list-style-type: none"> <li>Maintain the structural integrity of all municipal buildings.</li> <li>Facilitate the development of community centres to serve clusters of settlements.</li> <li>Facilitate the development and keep all sports facilities in good working order.</li> <li>Facilitate the upgrading and fencing of landfill sites.</li> </ul>	Access o public facilities in terms of the recommended standards	Technical Services Development Planning
<b>02/09/12-13</b>	To keep the public facilities in clean and in	<b>Maintenance of Public Facilities</b>	<ul style="list-style-type: none"> <li>Take GPS readings of the spatial location of all public facilities.</li> <li>Undertake an assessment of all public</li> </ul>		Corporate and Community

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
	good working order.		<p>facilities and formulate a maintenance programme and strategy.</p> <ul style="list-style-type: none"> <li>• Develop a community based programme for the management of community facilities.</li> <li>• Facilitate the identification of sites and development of cemeteries.</li> <li>• Facilitate the development of public parks in Manguzi and Mbazwana.</li> </ul>		Services
<b>02/10/12-13</b>	Facilitate provision of library services	<b>Library services</b>	<ul style="list-style-type: none"> <li>• Librarypromotions</li> </ul>		Community and Corporate services

## 4.5.3 LOCAL ECONOMIC DEVELOPMENT

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
03/01/12-13	To use municipal and government funded infrastructure projects as a means to create jobs and reduce poverty.	Community Works Programme	<ul style="list-style-type: none"> <li>• Undertake needs assessment and identification of target groups within the selected wards.</li> <li>• Facilitate the identification of support programmes within the selected wards.</li> <li>• Facilitate the development of ward-based plans.</li> <li>• Mobilise resources from various government department.</li> <li>• Engage COGTA about the clarification of the role of the municipality in the Community works programme.</li> </ul>		Corporate and Community Services
03/02/12-13	To increase tourism market share of Umhlabuyalingana	Tourism Promotion and Development	<ul style="list-style-type: none"> <li>• Create tourism awareness among the local communities.</li> <li>• Facilitate the development of community based tourism projects.</li> <li>• Undertake marketing and promotion of tourism in Umhlabuyalingana.</li> <li>• Establish systems and procedures for tourism regulation and registration.</li> <li>• Facilitate the provision of technical support and training to tourism SMMEs.</li> <li>• Improve tourism signage</li> </ul>	% increase in the number of tourists visiting the area	LED Unit

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
03/03/12-13	To facilitate development of commercial agriculture in Umhlabuyalingana	Agriculture Development	<ul style="list-style-type: none"> <li>• Production of niche products such as groundnuts and essential oils.</li> <li>• Facilitate development agri-industries that add value to local products.</li> <li>• Facilitate the commercialization of livestock farming.</li> <li>• Facilitate the development of the Irrigation schemes along Phongola Floodplains.</li> </ul>	Sustainable and productive agricultural projects	LED Unit
<b>03/04/12-13</b>	SMME development and support	<b>SMME Support and Capacity Building</b>	<ul style="list-style-type: none"> <li>• Develop and implement an informal sector management programme.</li> <li>• Facilitate SMME training and capacity building programs – incubation program.</li> <li>• Facilitate development of SMME support infrastructure.</li> <li>• Introduce and implement by-laws to control informal trading.</li> </ul>	Trading occurs in designated areas only.	LED Unit
<b>03/05/12-13</b>	To improve aesthetic character of Manguzi and Mbazwana as a means to attract investment	<b>Small-town Rehabilitation</b>	<ul style="list-style-type: none"> <li>• Undertake urban design in both Manguzi and Mbazwana.</li> <li>• Improve landscaping along the main roads and streets.</li> <li>• Introduce street lighting in both towns.</li> <li>• Improve signage in both towns.</li> <li>• Improve pavements and walkways in both towns.</li> <li>•</li> </ul>		
<b>03/06/12-13</b>	To register and maintain	<b>Business</b>	<ul style="list-style-type: none"> <li>• Alerting public about need for business licencing.</li> </ul>		



REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
	database of all businesses that operates in Umhlabuyalingana	Licensing	<ul style="list-style-type: none"><li>• Processing of business licences.</li><li>• Introduction and enforcement of business licencing by-laws.</li></ul>		

## 4.5.4 GOOD GOVERNANCE, PUBLIC PARTICIPATION AND WARD COMMITTEE SYSTEM

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
04/10/12-13	To develop a credible IDP as a short-to medium term guide for development and service delivery	Integrated Development Planning	<ul style="list-style-type: none"> <li>• Ensure that the IDP complies with the government policies, regulations and relevant legislation as well as outcome 9.</li> <li>• Undertake community needs assessment as an input into the IDP.</li> <li>• Establish local structures for the coordinating the IDP and the activities of other government departments.</li> <li>• Facilitate signing of a memorandum of agreement between the municipality and traditional councils as a means to coordinate and improve working relations.</li> </ul>	IDP adopted	Office of the Municipal Manager
04/01/12-13	To involve local communities in municipal affairs in a structured manner.	Ward Committees	<ul style="list-style-type: none"> <li>▪ Restructure the ward committee system in line with the municipal turnaround strategy and outcome 9.</li> <li>▪ Capacitating of ward committees through training.</li> <li>▪ Ensure that ward committee meetings takes place as scheduled.</li> </ul>	Functional Ward Committees  Ward Committee Meetings	Community Services
04/02/12-13	To involve communities in shaping the municipality's development agenda	Public participation	<ul style="list-style-type: none"> <li>▪ Development of the Public Participation Policy and a communication strategy.</li> <li>▪ Conduct Mayoral Izimbizo</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deepened democracy.</li> <li>▪ Public participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate and Community Services</li> </ul>

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			<ul style="list-style-type: none"> <li>Conduct IDP Forum meetings.</li> <li>Undertake IDP and budget road shows.</li> <li>Develop and adopt a customer care help desk</li> <li></li> </ul>	in municipal affairs.	
<b>04/03/12-13</b>	To communicate with stakeholders using print and electronic media.	<b>Communication</b>	<ul style="list-style-type: none"> <li>Initiate a quarterly newsletter and distribute it widely within Umhlabuyalingana.</li> <li>Prepare and communicate Annual Report with broader stakeholders.</li> <li>Develop a website and update its content regularly.</li> <li>Undertake regular radio slots to inform the public about developments in Umhlabuyalingana.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Newsletter.</li> <li>Annual Report</li> <li>Radio Slots</li> </ul>	<ul style="list-style-type: none"> <li>Office of the Municipal Manager</li> </ul>
<b>04/04/12-13</b>	To prevent and reduce the impact of disasters in Umhlabuyalingana	<b>Disaster management</b>	<ul style="list-style-type: none"> <li>Facilitate the signing of an agency agreement with the district.</li> <li>Undertake community awareness campaigns on disasters management.</li> <li>Participate in provincial and district disaster management forums.</li> <li>Manage and operate fire services.</li> <li>Coordinate volunteer programme on disaster management.</li> <li>Undertake disaster management training and capacity building.</li> <li>Identify and facilitate relocation of households located in road reserves, within 100year floodlines and other</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			disaster prone areas.		
<b>04/05/12-13</b>	To respond to the directly to the unique needs of the youth and the vulnerable groups.	<b>Special Programmes</b>	<ul style="list-style-type: none"> <li>• Develop a calendar of special events and celebrations within Umhlabuyalingana.</li> <li>• Work with relevant state institutions to create awareness about government initiatives in this regard.</li> <li>• Mobilise communities to participate actively in the special events and celebrations.</li> </ul>		Corporate and Community Services
<b>04/06/12-13</b>	To improve safety and security.	<b>Public safety</b>	<ul style="list-style-type: none"> <li>• Establishment and operation of vehicle testing centre.</li> <li>• Improve traffic signalling in all urban centres and nodes.</li> <li>• Monitor traffic on roads that runs through Umhlabuyalingana.</li> <li>• Participate actively in community policing forums and other coordinating structures.</li> </ul>	▪	▪
<b>04/07/12-13</b>	To participate actively in the IGR and other coordinating structures.	<b>Intergovernmental Relations and Cooperative Governance</b>	<ul style="list-style-type: none"> <li>• Attend all IGR meetings and champion the development agenda of Umhlabuyalingana.</li> <li>• Establish a service provider's forum for government departments that work within Umhlabuyalingana.</li> </ul>	Improved service delivery coordination	Municipal Manager
<b>04/08/12-13</b>	To enable the organization to account for the use of public funds and performance	<b>Audit Function</b>	<ul style="list-style-type: none"> <li>• Manage closely the service provider that is doing internal auditing on behalf of the municipality.</li> <li>• Ensure that the audit committee is fully operational.</li> </ul>	Clean Audit	Office of the Municipal Manager

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
	in the delivery of services.		<ul style="list-style-type: none"> <li>Integrate financial and performance auditing.</li> <li>Undertake auditing of the performance reports prepared as part of the PMS.</li> </ul>		
<b>04/09/12-13</b>	To be 100% compliant with the SCM regulations.	<b>Supply Chain Management</b>	<ul style="list-style-type: none"> <li>Review the SCM Policy to be in line with the recent changes in the BBBEE framework.</li> <li>To establish an efficient and fully functional Supply Chain Management Unit</li> <li>Strengthening of SCM committees or structures.</li> <li>Training of senior management on SCM regulations.</li> <li>Training of councillors on SCM policy.</li> </ul>	<ul style="list-style-type: none"> <li>100% Compliance with SCM regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Finance Department</li> </ul>

## 4.5.5 FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
05-01/12-13		Budgeting and reporting	<ul style="list-style-type: none"> <li>Ensure that the budget is developed and approved as provide in the MFMA.</li> <li>Undertake mid-year budget review process as provided for in the MFMA.</li> <li>Ensure that the budget is aligned with the IDP.</li> </ul>	Compliance with the MFMA.	CFO
05/02/12-13	To comply with the financial reporting requirements as outlined in the MFMA.	Financial reporting	<ul style="list-style-type: none"> <li>Monthly Budget Statements.</li> <li>Mid-Year Budget Performance and assessment</li> <li>Quarterly Budget Expenditure reports informing allocations</li> <li>Provincial Treasury Reports.</li> <li>National Treasury Reports.</li> <li>To ensure an efficient Internal Audit function</li> </ul>	<ul style="list-style-type: none"> <li>Financial reports.</li> <li>Compliance with legislative requirements</li> </ul>	<ul style="list-style-type: none"> <li>Finance Department</li> <li>MM</li> </ul>
		Expenditure Management and Control	<p>Ensure that expenditure occurs in accordance with the budget.</p> <ul style="list-style-type: none"> <li>Improve expenditure on grant funding by starting projects on time and paying service providers on time.</li> <li>Develop and introduce internal controls to prevent loss of vouchers.</li> </ul>	<ul style="list-style-type: none"> <li>Expenditure in accordance with the budget</li> </ul>	Finance Department

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			<ul style="list-style-type: none"> <li>• Improve submission of payroll inputs.</li> </ul>		
05/03/12-13	To ensure the collection of funds billed, and to specify procedures in respect of non-payment.	<b>Revenue enhancement</b>	<ul style="list-style-type: none"> <li>▪ Undertaking a land audit.</li> <li>▪ Formulation of a new valuation policy.</li> <li>▪ Development of a valuation roll.</li> <li>▪ Enlist the services of debt collectors to undertake debt collection on behalf of the municipality.</li> <li>▪ Develop and implement revenue raising strategies</li> <li>▪ Improve billing system to comply with GRAAP.</li> <li>▪ Improve collection/ payment of traffic fines.</li> </ul>	<ul style="list-style-type: none"> <li>▪ % increase in own revenue collection.</li> <li>▪ Organisational financial viability</li> </ul>	Finance Department
05/04/12-13	To establish and operate an efficient asset management system.	<b>Asset Management</b>	<ul style="list-style-type: none"> <li>▪ Develop and maintain an assets register.</li> <li>▪ Introduce an automated asset management system.</li> <li>▪ Initiate a process to unbundle municipal assets.</li> <li>▪ Undertake assets count and introduce bar-coding of all municipal assets.</li> <li>▪ Formulate and keep updated an assets disposal policy.</li> <li>▪ Introduce assets management module.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assets Register</li> <li>▪ Assets management system</li> </ul>	Finance Department
05/05/12-13	To establish efficient treasury department	<b>Financial Management</b>	<ul style="list-style-type: none"> <li>▪ Budget preparation and implementation Plan.</li> <li>▪ Development and maintenance of</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency in the management</li> </ul>	Finance Department

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT/ OUTCOME	RESPONSIBLE DEPARTMENT
			<p>Financial control systems and procedures.</p> <ul style="list-style-type: none"> <li>▪ To deliver services strictly in line with budget provisions and authorized functions</li> <li>▪ Adopt appropriate financial policies including credit control measures, expenditure control, and improved asset management.</li> <li>▪ To ensure that the IDP and Budget are integrated and available funds are allocated in line with IDP Priorities</li> <li>▪ To develop and implement an anti-corruption strategy</li> <li>▪ Develop Debt Recovery Plan</li> </ul>	<p>of municipal finances.</p> <ul style="list-style-type: none"> <li>▪ Sound financial management systems and legislative compliance</li> </ul>	



## 4.5.6 SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
06/01/12-13	To promote development of efficient and sustainable settlement pattern	<b>Spatial Planning</b>	<ul style="list-style-type: none"> <li>Refinement of the SDF through the preparation of spatial development guidelines.</li> <li>Preparation of a LSDI Road Corridor Plan.</li> <li>Preparation of layout plans and registration of General Plans for Mbazwana and Manguzi.</li> <li>Preparation of nodal framework for secondary and tertiary nodes.</li> <li>Preparation of settlement plans using the community based planning approach.</li> <li>Training of traditional authorities in spatial planning.</li> <li>Formalization of functional relationship between traditional councils and the municipality.</li> </ul>	<p>Efficient settlement pattern.</p> <p>Urban structure for Mbazwana and Manguzi</p>	Development Planning
06/01/12-13	To promote productive, harmonious and sustainable land use	<b>Land Use Management</b>	<ul style="list-style-type: none"> <li>Preparation and introduction of wall-to-wall Land Use Scheme.</li> <li>Training of traditional councils on land use management.</li> <li>Development of systems and procedures for the implementation of the PDA.</li> </ul>	<p>Land use zoning.</p> <p>Meeting PDA timeframes</p>	Development Planning

REFERENCE NUMBER	STRATEGIC OBJECTIVE	PROGRAM	OPERATIONAL STRATEGIES/ ACTION PLANS	OUTPUT	RESPONSIBLE DEPARTMENT
06/02/12-13	To establish a GIS desk within the municipality	GIS	<ul style="list-style-type: none"> <li>Establish GIS desk within the municipality.</li> <li>Collect GIS data from service providers that have done work within the municipality.</li> <li>Survey all projects being undertaken within the municipality and integrate them into the GIS system.</li> </ul>	Internal capacity to access and use GIS data	Development Planning Technical Services
06/03/12-13	To provide effective support to environmental management initiatives in the area	Environmental Management	<ul style="list-style-type: none"> <li>Work with Isimangaliso Wetlands Park and Ezemvelo KZN Wildlife to develop and implement community based resource management programme.</li> <li>Develop an Environmental Management plan</li> <li>Lobby Umkhanyakude District to establish an Environmental Health Office within Umhlabuyalingana Municipality.</li> </ul>	Improved public environmental awareness	Municipal Manager

## **SECTION D:**

# **PROJECTS OF OTHER STAKEHOLDERS**


## 5 SECTOR INVOLVEMENT

### 5.1 SASSA PROJECTS

OBJECTIVE	PROJECT NAME	PROJECT REF. NUMBER	FUNDING SOURCE	PROJECT BUDGET	STATUS QUO	LOCALITY	ANNUAL TARGET
<b>Poverty alleviation and service delivery improvement</b>	Icrop Outreach (War-room) – appl for all grants	Nil	Sassa National	Regional allocation	Action plans completed – meeting with relevant stakeholders still to be conducted	Bhekabantu Skhemelele Mbangwini Manzengwenya	1000 1200 400 400
	Increase in uptake of all grant application	Nil	Sassa national	Regional allocation		Sassa local office Manguzi	30314 applications O/A - 6457 D/G – 2071 C/D – 554 CSG – 40388 children F/C – 1457 GIA – 204
	Increase in uptake of Social relief for the distressed		Sassa national	Local office allocation R404952			355 applicants
	Review and life	Nil	Sassa	Regional	suspended until	Umhlabuyalingana	4099 review of

OBJECTIVE	PROJECT NAME	PROJECT REF. NUMBER	FUNDING SOURCE	PROJECT BUDGET	STATUS QUO	LOCALITY	ANNUAL TARGET
	certificates of all grants		national	allocation	January 2013	Area	all grants
Implement Risks and Fraud prevention strategies	New payment management system -Bulk enrolment	Nil	Sassa national	Regional allocation	Re-registration of all beneficiaries will commence on 1 June 2012 Relevant Stakeholder engagements will commence in April 2012 Communication to all beneficiaries awareness will be done regional communication unit	Umhlabuyalingana Area at all paypoints	Fraud clean-up and a more reliable payment system

## 5.2 DAEA PROJECTS

OBJECTIVE	PROJECT NAME	PROJECT REF NO	FUNDING SOURCE	PROJECT BUDGET	STATUS QUO	LOCALITY	ANNUAL TARGET
Poultry project	Eyethu		KZNDAE	R2.8 m	Site clearing	Zamazama	
	Mhlazi		KZNDAE	R2.8m	Site clearing	Mvelabusha	
	Bambanani		KZNDAE	R2.8m	Site clearing	Ekuthukuzeni	
	Mabaso		KZNDAE	R2.8m	Fencing and construction	Oqondweni	
	Sisizane		KZNDAE	R2.8m	Site clearing	Mboza	
	Zimisele		KZNDAE	R2.8m	Site clearing	Mseleni	
Food security	Manaba clinic		KZNDAE	R280 000.00	Fencing	Manaba	
	Madonela clinic		KZNDAE		Fencing	Madonela	
	Siyaqhubeka		KZNDAE		Fencing	Qongwane	
	Zondamavila		KZNDAE		Fencing	Scabazini	
	Gobindlala		KZNDAE		Fencing	Mashabane	
	Hambanathinkosi		KZNDAE		Fencing	Velabusha	
	Madendeshane		KZNDAE		Fencing	Kwanhlamvu	
	Emseni		KZNDAE		Fencing	kwanhlamvu	
	Siyaphambili		KZNDAE		Fencing	Emphakathini	
	Manyika		KZNDAE		Fencing	Skhemelele	
Garden project	Silwanendlela		KZNDAE		Fencing	Mnyayisa	
	Sakhimpilo		KZNDAE		Fencing	Hlazane	
	Zamimpilo		KZNDAE		Fencing	Madonela	
	Makhanya		KZNDAE		Fencing	Makhanya	

OBJECTIVE	PROJECT NAME	PROJECT REF NO	FUNDING SOURCE	PROJECT BUDGET	STATUS QUO	LOCALITY	ANNUAL TARGET
	Ithembalomama		KZNDAE		Fencing	Zamazama	
	Vukulime		KZNDAE		Fencing	Kwandaba	
	Gogololo		KZNDAE		Fencing	Makhanya	
	Zamazama		KZNDAE		Fencing	Zamazama	
	Boneni youth		KZNDAE		Fencing	Mashabane	
Groundnut	MbilaGroundnut Project		KZNDAE	R2.5 m	Mechanization planting and fencing	Esiphahleni Othungwini Mntanenkosi Olakeni Empini	
	Mashabane groundnut project		KZNDAE		Mechanization planting and fencing	Mtikwe Munyu	
	Tembe groundnut project		KZNDAE		Mechanization planting and fencing	Emfihlweni Thandizwe Kwazibi	
	Mabaso groundnut project		KZNDAE		Mechanization planting and fencing	Mvusolele Bangizwe	
MarulaProcessing	MarulaProcessing		KZNDAE	R16m	Designs	Makhanya	

### 5.3 DEPARTMENT OF HEALTH PROJECTS

Objective	Project name	Project ref no	Funding source	Project budget	Status quo	Locality	Annual target
	Mpophomeni residential clinic		Dept of Health		Planning		
	Mfihlweni residential clinic		Dept of Health		Planning		
	Phelandaba clinic		Dept of Health		Renovations		
	Bhekabantu clinic		Dept of Health		Construction		
	Female ward @ Manguzi Hospital		Dept of Health		construction		
	Mseleni gateway clinic		Dept of Health		Construction		
	Extension of Mseleni Hospital building: construction of therapy department		Dept of Health		Construction		
	Mseleni Airstrip upgrade		Dept of Health		Planning		
	Extension of health mobile services		Dept of Health		Planning		



## 5.4 DEPARTMENT OF SOCIAL DEVELOPMENT PROJECTS

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT REFERENCE NO.	FUNDING SOURCE	PROJECT BUDGET	WARD	STATUS QUO OF THE PROJECT
Umhlabuyalingana Municipality	Zilungile Creche	088-204	DSD	Not yet Confirmed	06	Early Childhood Development
Umhlabuyalingana Municipality	Bhekabantu Creche	070-007	DSD	Not yet Confirmed	09	Early Childhood Development
Umhlabuyalingana Municipality	Siyakhula Creche	069-468	DSD	Not yet Confirmed	11	Early Childhood Development
Umhlabuyalingana Municipality	Khulani Creche	079-709	DSD	Not yet Confirmed	12	Early Childhood Development
Umhlabuyalingana Municipality	Kosi Bay Day care Creche	069-497	DSD	Not yet Confirmed	12	Early Childhood Development
Umhlabuyalingana Municipality	LibuyileCreche	057-144	DSD	Not yet Confirmed	11	Early Childhood Development
Umhlabuyalingana Municipality	IThuba lethu Creche	083-584	DSD	Not yet Confirmed	09	Early Childhood Development
Umhlabuyalingana Municipality	Tete Creche	084-924	DSD	Not yet Confirmed	06	Early Childhood Development

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT REFERENCE NO.	FUNDING SOURCE	PROJECT BUDGET	WARD	STATUS QUO OF THE PROJECT
Umhlabuyalingana	Sicabazini Community Care Centre	084-004	DSD	Not yet Confirmed	16 sicabazini	HIV/AIDS servicing ward 16
Umhlabuyalingana Municipality	Sizangothando Orphanage and HIV & AIDS	068-481	DSD	Not Yet Confirmed	12 Thandizwe	HIV/AIDS Servicing the community of 09 &12
Umhlabuyalingana Municipality	Ahihhanyeni Community Care Project	069-999	DSD	Not yet Confirmed	12 Nyamazane	HIV/AIDS organization servicing ward 09,11&12 <ul style="list-style-type: none"> <li>To provide food parcel for 30 families.</li> <li>To provide stipend for 10 care givers</li> <li>To provide money for administration costs.</li> <li>To provide salary for 01 programme manager</li> </ul>
Umhlabuyalingana Municipality	Sicabazini	033-409 NPO	DSD	R 500 000.00	16 Sicabazini	Development Centre

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT REFERENCE NO.	FUNDING SOURCE	PROJECT BUDGET	WARD	STATUS QUO OF THE PROJECT
	Development Centre					<p>funded</p> <ul style="list-style-type: none"> <li>• Partitioning of the hall</li> <li>• To pay for a security company</li> <li>• To upgrade septic tank</li> <li>• To install Fire Extinguishers.</li> </ul>
Umhlabuyalingana Municipality	Siyazama HIV/AIDS And Orphan Support	083-920 NPO	DSD	R500 000.00	06 Zamazama	<p>HIV/AIDS, Gardening and Behaviour Change Programmes-Organization funded,</p> <ul style="list-style-type: none"> <li>• To strengthen the programme of behavior change</li> <li>• To plough a garden of vegetables to improve the lives of sick people</li> </ul>
Umhlabuyalingana Municipality	KhulanathiCreche	083-964	DSD	Not yet	09 KwaNdaba	<ul style="list-style-type: none"> <li>• Early Childhood Development</li> </ul>

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT REFERENCE NO.	FUNDING SOURCE	PROJECT BUDGET	WARD	STATUS QUO OF THE PROJECT
				Confirmed		
Umhlabuyalingana Municipality	Siyaphambili Luncheon Club	088-202	DSD		06	Elderly
Umhlabuyalingana Municipality	Zizamele Luncheon Club	083-988	DSD		06	Elderly
Umhlabuyalingana Municipality	Bambisanani Luncheon Club	088-201	DSD		09	Elderly

## 5.5 DEPARTMENT OF ARTS AND CULTURE PROJECTS

OBJECTIVE	PROJECT NAME	PROJECT REF. NUMBER	FUNDING SOURCE	PROJECT BUDGET	STATUS QUO	LOCALITY	ANNUAL TARGET
Improve quality of basic education	Promote reading and library week at Mbazwana library		DAC	R20 000			March 2013
	Distribute library week promotional material						
	Provide mobile bus to support public libraries outreach projects						
Special services	Implement and monitor library collection in art centers		DAC	R20 000			February 2013
Promotion of active and responsible citizenship	Conduct outreach programmes on archives awareness		DAC	R30 000			March 2013
	Provide workshops on preservation of documents		DAC	R16 000			March 2013
	Umlandowamakhosi		DAC	R25 000			March 2013
	Host story telling competition as part of heritage celebration		DAC	R50 000			September/October 2012
Behavioral change	Family tree project		DAC	R15 000			March 2013
	Implementing and		DAC	R15 000			March 2013

	monitor Gaming @your Library project						
Arts and culture	Conduct behavioural change campaigns/worksho ps		DAC	R40 000			April 2012- March 2013
	Workshops on visual arts and craft performing arts		DAC	R50 000			
	Performing Arts and Visual Arts and crsft skills development workshop		DAC	R100 000			
	Non-performing Art/ Visual Arts and Crafts skills Development workshop		DAC	R70 000			
	Programme addressing social cohesion and multicultural projects		DAC	R70 000			April 2012- March 2013
	Visual arts and craft skills development workshop for people living with disabilities		DAC	R50 000			

## 5.6 DEPARTMENT OF TRANSPORT

	MUNICIPALITY	CONTRACT DESCRIPTION	BUDGET	ESTIMATE	GRADE	WARD NO.	WARD NAME	LOCATION	INKOSI NAMES	TRADITIONAL AUTHORITY	LOCATION	COMMUNITY SERVED
2012/2013	KZ271	Regravelling-Road D1843	N/A	N/A	N/A	4	Kwazibi	Manguzi-Zibi				
	KZ271	Regravelling-Road P444	N/A	N/A	N/A	7	Maloben	Mseleni-Gedleza				
	KZ271	Regravelling-Road D1850	N/A	N/A	N/A	8,4	Mahhashi	Nondwayiza-Mvelabusha				
		Regravelling-Road D1846	N/A	N/A	N/A			Star of the sea				
	KZ271	Regravelling-Road D1849	N/A	N/A	N/A			R22-Nkundwini				
2013/2014	KZ271	Regravelling-Road D1849	N/A	N/A	N/A	8		R22-Nkundwini				
	KZ271	Regravelling-Road D1848	N/A	N/A	N/A	3		Mbazwane-Manzengwenya				
	KZ271	Regravelling-Road P444	N/A	N/A	N/A	7		Mseleni-Gedleza				
	KZ271	Regravelling-Road P447	N/A	N/A	N/A	7	Maloben	Mbazwane-Ntshongwe				
	KZ271	Regravelling-Road D1882	N/A	N/A	N/A	7	Ntshongwe	Mafa-Scabazini				
2014/2015	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
2015/2016	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							

	KZ271		N/A	N/A	N/A							
2016/2017	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							
	KZ271		N/A	N/A	N/A							



## **SECTION E:**

# **HIGH LEVEL SECTOR PLANS**

## 6 SPATIAL DEVELOPMENT FRAMEWORK

Umhlabuyalingana Municipality has initiated a process towards the preparation of a new comprehensive Spatial Development Framework (SDF) for its area of jurisdiction. A draft Status Quo Report has been produced. The results of this exercise will be incorporated into the final IDP as legislated. This interim SDF is based on the existing SDF for Umhlabuyalingana Municipality, the Makhathini Flats Master Plan and includes information extracted from Umkhanyakude District Municipality SDF.

### 6.1 PURPOSE OF UMHLABUYALINGANA SDF

The preparation of a Spatial Development Framework for the Umhlabuyalingana Municipality is to provide the framework to guide the overall spatial distribution of current and desirable (future) land uses within the municipality. In addition the spatial development framework should give effect to the vision, goals and objectives of the Umhlabuyalingana IDP. More specifically, the aims of the Spatial Development Framework (as defined in the guidelines of the Department of Co-operative Governance and Traditional Affairs) are:

- To promote sustainable functional and integrated settlement patterns in order to:
  - ✓ Discourage low density urban sprawl;
  - ✓ Generate social and economic opportunities for people; and
  - ✓ Promote ease accessibility to those opportunities.
- Maximize resource efficiency, e.g.:
  - ✓ Ensuring the protection of the available environmental resources within the municipality; and
  - ✓ Protecting productive land for agricultural purposes.
- Enhance regional identity and unique character of places.
- Ensure conformance with the neighbouring district, local and provincial spatial development frameworks.

### 6.2 NATIONAL, PROVINCIAL AND LOCAL SPATIAL ISSUES

The following issues are noted for this SDF from the National Spatial Development Perspective (NSDP) and associated legislation:

- the essentially rural character of the Municipality;
- limited formal urban development – large areas of non-formal urban development;
- economically dependent area on the region's economic centres;
- economic opportunities lie in services provision, agriculture and tourism.

### The NSDP Advocates:

- investment in centres with potential for economic growth;
- low key investment in areas without growth potential;
- local government needs to provide the framework for investment by the private sector.

While provincial policy documents such as the Provincial Growth and Development Strategy (PGDS) identify the municipality as being an economically depressed rural area it nonetheless has inherent agricultural, manufacturing and tourism potential.

## 6.3 OPPORTUNITIES AND CONSTRAINTS

Accordingly the following opportunities and constraints are identified for the development of the municipality. The opportunities are as follows:

- production, processing and marketing (export) of agricultural produce;
- enhancing the tourism experiences available through diversification in the type and range of facilities available;
- improving and focusing investment in the services sector following both national and provincial policy frameworks
- improved services in centres and nodes;
- basic services in surrounding areas.

The constraints are as follows:

- loss of productive agricultural land;
- destruction of bio-diversity of the area;
- lack of focus by municipalities on investment goals;
- loss of productive human resources to the major centres;
- income leakage due to lack of economic diversification.

## 6.4 ISSUES ARISING FROM UMHLABUYALINGANA IDP

- The rapid growth around Manguzi
- The effect that the Lubombo SDI route (MR 439) upgrading has had in terms of concentrating population and activities along the route
- The “illegal” tourism related development taking place on the borders of the iSimangaliso Wetlands Park

- The commercial agricultural projects – existing and potential (eg forestry, cashew nut project)
- Areas of environmental interest are identified

## 6.5 EXISTING SPATIAL STRUCTURE OF UMHLABUYALINGANA

A number of elements have defined the existing spatial structure of the Umhlabuyalingana Municipal area. These are:

- There are areas of conservation and environmental interest within/adjacent to the Umhlabuyalingana area, amongst others the Tembe Elephant Park, Greater St. Lucia Wetland Park, Sand Forest Zone as well as the Pongola floodplain.
- Structuring elements of the area include Pongola river, a series of wetlands as well as the two hospitals within the area, i.e. Mseleni and Manguzi. These elements present both opportunities and obstacles to the development of the municipality in terms of tourism attractions and the provision of infrastructure and services
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/historical sites, i.e. the Pongola Floodplain. Numerous tourism attractions are associated with the adjacent GSLWP on the eastern periphery of the municipality.
- Umhlabuyalingana's location provides for a number of transfrontier opportunities, as mooted in the Lebombo SDI, along the international border of Mozambique and the Farazell border post.
- There are a number of well developed urban areas (or investment points) as well as smaller concentrations of settlements.
- Some areas within the Umhlabuyalingana municipality have limited potential, both in terms of access to tourism and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture and related LED activities should be pursued.

## 6.6 COMPONENTS OF THE SPATIAL DEVELOPMENT FRAMEWORK

Investigating the following components has informed the Umhlabuyalingana Spatial Development Framework for Umhlabuyalingana:

- Areas of environmental interest
- Settlement patterns and structure

- Movement patterns and routes
- Areas presenting opportunities
- Areas in need of intervention

Each of the above components will be discussed in more detail hereunder.

#### 6.6.1 AREAS OF ENVIRONMENTAL INTEREST

Apart from the Greater St. Lucia Wetland Park on the eastern periphery of Umhlabuyalingana, there are a number of other environmental sensitive areas (both protected and unprotected) in the Umhlabuyalingana Local Municipality. They include the area surrounding Lake Sibaya, the Tembe Elephant Park, Sand Forest Zone and the Pongola River Floodplain.

The key issues identified impacting on areas of environmental interest are the following:

- Maintaining and enhancing biodiversity is one of the key drivers to the future economic development of the district;
- Much of the area is under threat due to subsistence for survival purposes or/and to developmental pressures;
- There is a need to initiate a district wide debate and focus on the negative impact that continued destruction will have on the people and economy of the area in the form of an environmental education programme;
- Sustainable management of natural resources depends upon the introduction of a land use management system which is fully regulated by municipalities with support from local people.

#### 6.6.2 SETTLEMENT PATTERN AND STRUCTURE

Investment Points (Nodes) are the existing and future growth points and centres of population concentration. They form the basis for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon existing settlements in terms of their existing infrastructure, facilities and populations. At such investment points we also find a clustering of certain activities and services such as shops, schools, churches, community halls and clinics. The following table depicts the hierarchy of investment points for Umhlabuyalingana:

Primary Investment Point	Manguzi Mbazwana
Secondary Investment Point	Point Mseleni Sikhemelele Mboza
Tertiary Investment Point	Point Phelendaba Manabe Mozi

### 6.6.3 PRIMARY INVESTMENT POINTS

The municipality is currently characterized by limited formal urban development confined to the major centres. These main centres are characterised by defined central business districts incorporating public sector, business (offices), wholesale and retail outlets and limited area allocated to manufacturing and processing. The main centres also have formal residential areas including upper and middle income housing and townships inclusive of lower income households.

The main towns have for many years been small local service centres, but in recent years have been subject to major economic growth linked to a variety of factors such as location of municipal offices in these centres and associated activities, establishment of the GSLWP (Isimangaliso WP) as a world heritage site and the upgrade of the Lubombo SDI route (primary corridor route).

In these main centres there is a need for urban precinct planning to accommodate the 'old' and the 'new' demands on limited space. These demands include the bustling roadside informal fruit traders, the taxi's ferrying large numbers of rural people on pension pay days, the tourists in their combi's looking for refreshments, the farmers with truck loads of produce and the wholesalers with rural traders loading a month's worth of goods. Informal housing has developed in pockets within and around the edges of these main towns with people looking for employment and services testifying to the fact that development programmes have not kept pace with urbanisation pressures.

#### 6.6.4 SECONDARY INVESTMENT POINTS

These are generally bustling local services centres each with a distinctive character. They tend to be substantially smaller than the primary centres with a single main street, a focus on wholesaling and retailing outlets both formal and informal and limited formal residential. These centres have also attracted a variety of services including social and welfare and limited support services such as motor or electronic repair facilities as an example.

Mbazwana and Manguzi share a great deal in common in that they are both gateways to well known coastal tourism sites (Sibaya/Sodwana and Kosi Bay respectively) and are not formally planned local centres. They have just evolved over the years with the Traditional Authorities allocating land parcels for development purposes.

#### 6.6.5 TERTIARY INVESTMENT POINTS

As in the case of the higher order centres these all differ in character and function to some degree, but have in common the provision of social and welfare services and limited commercial facilities to households located in relatively inaccessible areas of the district.

Ingwavuma is more developed with a Traditional Authority office, a post office, schools and clinic facilities. There are also a number of commercial outlets and an airfield. All these centres are linked by road into the transportation grid and have access to Telkom and in most cases, Eskom.

These tertiary nodes, when linked with a large number of other non-identified nodes in the district, could be used to extend services on a periodic basis to communities in inaccessible areas through periodic markets linked to pension payouts on a monthly basis. This would serve to extend services without the additional costs of infrastructure development and allow for the provision of higher order services in identified centres and nodes where they can be sustained. Maps 3 shows the primary, secondary and tertiary investment points within the municipality.

#### 6.6.6 MOVEMENT PATTERNS AND ROUTES

Investment Links are the activity spines of the municipality as they provide access to services and encourage economic development thereby improving the living conditions of the local communities. Such spines link areas/destinations and carry varying volumes of traffic. In the Umhlabuyalingana context, the following hierarchy of investment links has been identified:

➤ Primary Investment Link

- Secondary Investment Link
- Tertiary Investment Link
- Tertiary Investment Link (Restricted Access)

The above links are all shown on the accompanying spatial development framework Map 3. It should be noted that some links have been identified in order to link settlements with areas of opportunity.

Corridors or routes can be simply graded as primary, secondary or tertiary. However, this does not take into account the difference between the national route (primary route at provincial spatial framework scale) and a primary route at district scale. It also does not take into account the fact that some routes may not be main through routes, but have significance as important activity corridors for local businesses. Other routes may cater almost entirely for tourism traffic, with very little local traffic. In the analysis section of the report, this was summarised by identifying the following possible types of corridors:

- **Movement corridors:** These are primarily corridors that act as through routes for traffic. Freeways are a clear example of this, where there is no direct access onto the roads except at designated off-ramps and where there is an extensive road reserve which prohibits any settlement or other activities
- **Retail / activity corridors (or investment corridor):** These may also be important through routes, but are characterised for at least part of the corridor, by residential and business activities. People move to be closer to the main route and set up homesteads and / or businesses to take advantage of the ease of access to services and transport. Typically, the activity is denser the closer to towns, and tails off in the middle of the corridor between two centres. A typical example of this is the approaches to Manguzi where there is a gradual build up of activity, business and residential, from about 10 kms out of Manguzi on the western approach, intensifying to the edge of the town itself. It is in fact, hard to distinguish where the “town” begins.
- **Services corridors:** These are corridors which may be (and usually are) also serving as through routes and / or activity corridors. These are the routes which the bulk infrastructure follows, primarily for ease of access for repair and maintenance. The presence of the bulk infrastructural lines tends to itself attract people, particularly in the case of water lines.
- **Tourism corridors:** Routes which primarily serve the tourist trade as well as local residents. These would also be considered potential investment corridors for tourism related activities.



- **Agricultural corridors:** These would mainly serve the farming community as access routes to and from suppliers and the markets.

#### 6.6.7 PRIMARY CORRIDORS

The primary corridors are those that link the region into the national route and form the main accessibility lines in the municipality and district. The primary corridors are:

- MR 439 from Hluhluwe through Mduku (Big 5) to Mbazwana, north to Mseleni to the T-junction at Phelendaba then on to Manguzi.
- From Manguzi to the Kosi Lakes (not up to the border post at Farazel which is the end of the MR439 road)
- From the T-junction at Phelendaba west towards the Phongolo river and Ingwavuma (Jozini)
- From Jozini to Tshongwe with the road split to Mbazwana and Mseleni both being considered primary corridors.
- The road from Mbazwana to Sodwana Bay.

All of these corridors have tar surfaces with the exception of the Jozini – Mbazwana road which is only partially surfaced currently. This is clearly a priority for upgrading in order to provide an essential east-west link in the southern portion of Maputaland.

#### 6.6.8 SECONDARY CORRIDORS

The secondary corridors form more localised investment lines, in many ways, more important for the local communities in creating local accessibility corridors for businesses and agriculture. These are not clearly identified, but include the road to Manzengwenya, to Lake Sibaya from Mbazwana, from Tshongwe to Thokazi and the route down the eastern bank of the Phongolo river past Mboza and Madonela. All of these routes are either gravel or tar surfaced. All of them ensure that the areas of highest population density are serviced by this network of secondary corridors.

#### 6.6.9 TERTIARY CORRIDORS

The tertiary corridors form the more minor routes, none being surfaced with tar; some are gravelled but in the eastern portion of Maputaland, some are still sand roads. These form important local networks, linking in those communities to the secondary and primary routes.

#### 6.6.10 OPPORTUNITY AREAS

The above areas were identified by presuming the implementation of the Umhlabuyalingana IDP, or other locational advantages may result in the evolution of development points at certain locality in future. Some existing and proposed initiatives of note in the area include:

- Coastal Cashews
- Mabaso Game Reserve
- Mabibi
- Proposed ELRAD investment into the Tembe Fish Farming project
- Proposed investment at Zama Zama and including the Mboza groundnuts project.

Map 4 indicates areas of opportunity within the Municipality

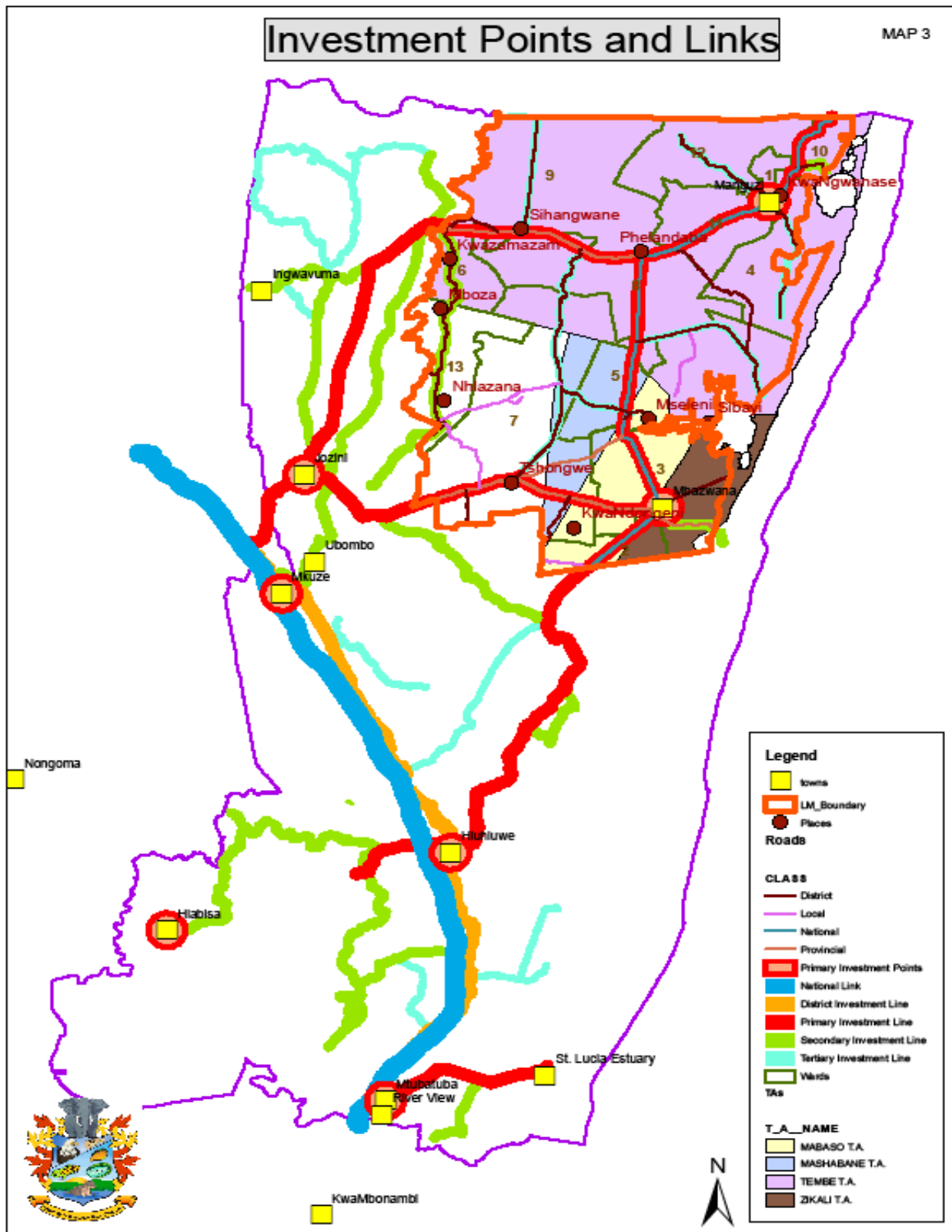
#### 6.6.11 INTERVENTION AREAS

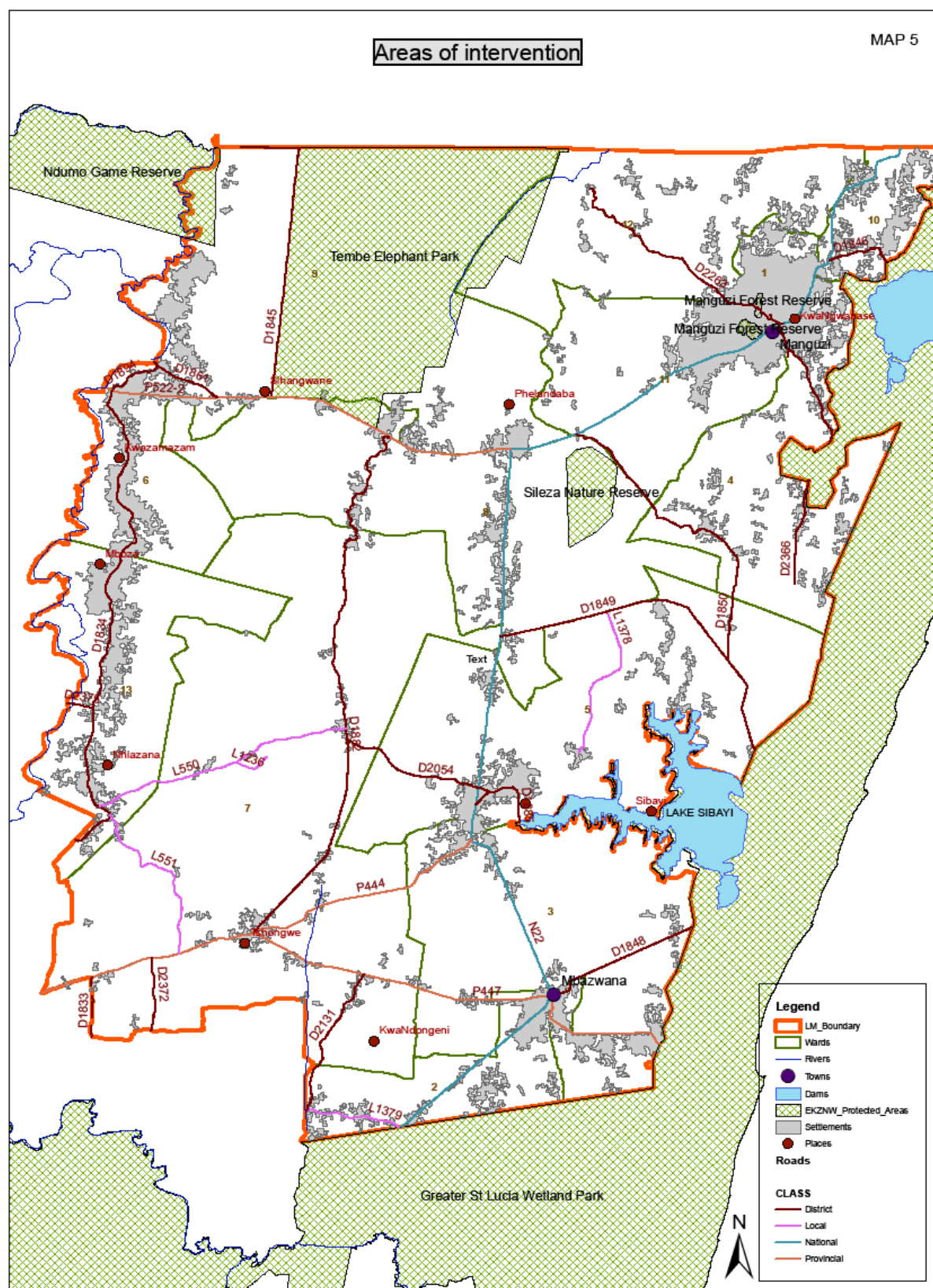
A number of areas in the Umhlabuyalingana Municipality are significant as areas of restoration and rehabilitation on the basis of their economic potential and environmental sensitivity, i.e. the unproclaimed sand forest zone conservation area. It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agriculture and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area. Map 5 gives an indication of areas of intervention. These areas are:

- Greater St Lucia Wetland Park (Isimangaliso Wetland Park)
- Area surrounding Lake Sibayi
- Tembe Elephant Park
- Sand Forest Zone
- Pongola River Floodplain
- Kosi Bay swamp forest
- Primary transport routes
- Corridor management

Some areas within the Umhlabuyalingana municipality are prone to natural disasters and actions need to be adopted and enforced to lessen the impact of such natural disasters.









## 7 DISASTER MANAGEMENT PLAN

This document serves a status quo and gap analysis report for the most critical disaster risk management activities within the Umhlabuyalingana Municipality. It is based (extracted) from the report prepared for Umkhanyakude District. It is also designed with the purpose of informing future developments of Disaster Risk Management within the district and the municipality.

### 7.1 INTRODUCTION

The structure of the report has been aligned with both the **Key Performance Areas** and **Enablers** of the National Disaster Management Framework and the Provincial Disaster Management Framework which are both National and Provincial Policy Frameworks for Disaster Risk Management in South Africa and KwaZulu-Natal Province respectively. The report has also taken into consideration other critical operational matters that are part of the activities done by the Umkhanyakude Disaster Risk Management Centre.

The report will also present challenges and proposals that need to be considered in ensuring that the Disaster Risk Management Centre is able to implement its legislative mandate as contemplated in the Act, and in both the National and the Provincial Disaster Management Frameworks. Part of the report will also ensure that clear guidelines are given in ensuring that the identified challenges are addressed.

For the purposes of this report the term “disaster management” will not be used but will be replaced with the term: “disaster risk management”. Reference on this term can be made to page 3 “A note on terminology” of the National Disaster Management Framework (NDMF).

### 7.2 POLITICAL FORUM FOR DISASTER MANAGEMENT

Disaster risk management at Umkhanyakude District Municipality operates within the Community Political Portfolio Committee. Under this political forum, disaster risk management policies are recommended to for approval.

The Mayor’s Forum, is another political forum wherein all disaster risk management issues can be tabled on the agenda. Issues requiring attention in all municipalities can be tabled by the District Mayor at this forum.

A disaster risk management framework for Umkhanyakude District Municipality has been developed, approved by Community Portfolio Committee waiting to be adopted by the council. It is expected that the report will also be endorsed by the local municipalities.

It is recommended that:

- The responsibility for disaster risk management is included in the terms of reference of all political committees. This would ensure that there is continuity for disaster risk management issues even after the five (5) year term of every council.

### 7.3 DISASTER MANAGEMENT STATUS QUO IN UMHLABUYALINGANA

A political portfolio committee currently exists. However, the extent to which disaster risk management activities are addressed by this committee is not clear and still needs to be clarified.

It is recommended that:

- Clarity be sourced on the extent in which these forums address disaster risk management issues.
- All local municipalities be encouraged to escalate disaster risk management issues requiring political attention to the Mayors Forum.

### 7.4 SENIOR MANAGEMENT FOR DISASTER RISK MANAGEMENT

#### 7.4.1 UMKHANYAKUDE DISTRICT MUNICIPALITY

A senior management forum for disaster risk management, in the form of an interdepartmental disaster risk management committee has not been established.

The aim of the Interdepartmental Disaster Management Committee (IDRMC) is to provide a forum where different departments within the municipality can coordinate and integrate their actions and activities relating to disaster risk management. This committee allows technocrats within the municipality to compile disaster management plans and strategies, implement appropriate disaster risk reduction methodologies, engage in emergency preparedness and ensure rapid and effective disaster response and recovery capabilities.

The IDRMC also provides an accountability mechanism between departments in terms of disaster risk management activities. The IDRMC ensures the integration of disaster risk reduction into developmental initiatives in the municipality.

Currently in existence at Umkhanyakude District municipality, is a Management Committee (MANCO). This is a senior management forum chaired by the Municipal Manager which discusses and addresses all issues that require attention within the municipality.

This forum meets weekly and can, to avoid duplication, be utilized as a structure that would represent the IDRMC. Disaster risk management agendas that require interdepartmental attention can be tabled at this forum.

The following is recommended that:

- The Management Committee will be utilized as a structure that will substitute the IDRMC and will address all disaster risk management issues that are tabled when necessary. This must be included in the terms of reference of the Management Committee.

#### 7.4.2 UMHLABUYALINGANA LOCAL MUNICIPALITY

A senior management forum, in the form of an Interdepartmental Committee, for disaster risk management does not exist. Similar structures such as the one at district level must be utilized.

The following is recommended that:

- An investigation must be conducted in determining whether these structures exist in local municipalities;
- Should such structures exist, a suggestion be made that such structures will be utilized as IDRMC to address disaster risk management issues within the municipality, and this be included in the terms of reference of such a structure.

#### 7.5 DISASTER RISK MANAGEMENT ADVISORY FORUM

The Act calls for the establishment of a Disaster Risk Management Advisory Forum within the District Municipality.

This is an advisory body in which a municipality and relevant disaster management role players consult one another, co-ordinate their actions and provides necessary inputs on matters relating to disaster risk management.

The main aim of the establishment of this forum is to achieve the following:

- Develop a point of co-ordination for all role players.



- Develop the capacity and understanding about disaster risk management amongst key role players.
- Facilitate co-operation between district and local key role players.
- Encourage development of resource sharing arrangements around financing, including the delivery of emergency services and responding to emergencies or disasters.
- Ensuring the responsibility of reporting to key stakeholders, including the national, provincial and national stakeholders and role players on matters relating to disaster risk management.

This structure must meet at least quarterly.

The Umkhanyakude district municipality has an advisory forum which is currently in existence but due to lack of support it is not effective.

It is recommended that:

- The district disaster risk management advisory forum meetings be held quarterly, whilst assessing its functionality on an ongoing basis.
- At a local level, municipalities are encouraged to have disaster management committees, to effectively deal with issues of co-ordination.

## 7.6 DISASTER RISK MANAGEMENT DISTRICT COORDINATION COMMITTEE (DRMDCC)

Although this is not a legislative requirement, one cannot foresee how communication and coordination between the two local spheres of government can be effective in the absence of this structure.

The main purpose of this structure is to promote inter-municipal relations and to achieve a co-coordinated, integrated and uniform approach to disaster management by all municipalities within the district municipal area. All local municipalities are to be members in this forum. The DRMDCC must hold meetings at least bi-monthly. This structure can also monitor Rural Metro.

Currently, the district does not have such a structure in existence.

It is recommended:

- That, the establishment of this structure be fast tracked. Once established, this structure will hold monthly disaster risk management practitioners meetings.

## 7.7 THE DISTRICT DISASTER RISK MANAGEMENT CENTRE

### 7.7.1 PLACEMENT OF THE DISASTER RISK MANAGEMENT FUNCTION IN THE UMKHANYAKUDE ADMINISTRATION

Currently, the disaster risk management function resides as a unit reporting to the Executive Director: Community Services.

### 7.7.2 THE DISASTER MANAGEMENT CENTRE

The Control Centre was established in 2006 and it is operating 24hours 7 days a week, its operation is contracted to Rural Metro.

Big5 False Bay Municipality donated a site for the construction of the Disaster Management Centre next to their offices at Hluhluwe. COGTA gave a grant of R2 500 000.00 for the implementation and planning of the Centre. Aurecon was appointed as Project Managers. The draft plan is done, Exco approved MIG finance to fund the construction of the centre and we are now waiting for the reply from MIG. A PSC was established in September 2011.

It is recommended that:

- The process of building the new disaster operations centre is fast-tracked, including the revival of the monthly Project Steering Committee (PSC) meetings;
- PSC monitors the project to ensure that the building is per specifications and that there is timeous completion of the disaster risk management centre;

### 7.7.3 THE HEAD OF THE DISASTER RISK MANAGEMENT CENTRE

The head of the DRMC was appointed as of 01 March 2003. The head of the centre is responsible for exercising the powers and performing the functions of the district disaster risk management centre and taking all the decisions of the centre in relation to its powers.

At local municipal level, there are currently officials that are responsible for disaster risk management. It must be noted that the officials in question are not dedicated to disaster risk management as they are officially employed to perform other duties. It is encouraging to mention that Umhlabuyalingana Local Municipality has a dedicated person to disaster risk management.

#### 7.7.4 STAFFING OF THE CENTRE

A disaster risk management centre preferably, must have qualified disaster risk management and other technical staff, including risk scientists, risk reduction specialists, planners, information management and communication specialists and administrative staff to support the head of the centre as well as execute the requirements of the Disaster Management Act, the National, Provincial and District Disaster Management Frameworks. This will also ensure that there is adherence to the National Disaster Risk Management Guidelines, whilst achieving the strategic goals of disaster risk management in the district's council area of responsibility.

It is also understood that due to financial constraints, the disaster risk management centre can only be equipped with the basic human resources that will enable it to effectively function. As per basic requirements of the centre and the five strategic goals of a Disaster Risk Management Centre, relevant disaster management frameworks and the Disaster Management Act, five portfolios are necessary within a disaster management centre. These portfolios, which can be linked to the five strategic goals of a Disaster Risk Management Centre, are as follows:

- Strategic goal 1: Strategic direction and integrated institutional capacity;
- Strategic goal 2: Integrated risk reduction planning and practice;
- Strategic goal 3: Integrated response and recovery planning and practice;
- Strategic goal 4: Information management and communication systems; and
- Strategic goal 5: Disaster risk management knowledge management.

The organogram of the centre currently is as follows:



This organogram needs to be revised because it does not meet the requirements of DRM as per earlier seen disaster portfolios.

It is recommended that:

- Staffing as per the five strategic goals be considered. This will enable the centre to effectively focus on all strategic goals.

To ensure that there is enough budget provisions, filling of the above positions have been spread over the current (2011/12) and the next (2012/13) financial years.

Umhlabuyalinga has a dedicated risk management official.

## 7.8 DISASTER RISK MANAGEMENT FRAMEWORK

Disaster Management legislation require the development of a policy framework for disaster risk management. This is a policy document that would map a way forward on how disaster risk management would function within the district.

A disaster risk management framework for Umkhanyakude has been developed and waiting for council adoption.

It is recommended that:

- Ongoing workshops be conducted with all roleplayers and stakeholders in ensuring that the level of understanding of the framework is enhanced.
- A determination is made on whether all current disaster risk management practices within the district are in line with the district framework.

## 7.9 DISASTER MANAGEMENT ASSESSMENT AND PROFILE

### 7.9.1 UMKHANYAKUDE DISTRICT MUNICIPALITY

In preparing its disaster risk management plan, the Umkhanyakude district municipality undertook a macro assessment wherein the different risks within the district were identified.

An in-depth risk assessment is still recommended which will focus on the following:

- An assessment that will outline the level of skills or lack thereof, of the staff involved in disaster risk management in the district.

- An assessment that will provide clear guidelines and procedures that are to be implemented with regards to funding for disaster risk management in Umkhanyakude.
- An assessment that will identify key prioritised risks in all wards within the district. ie ( community based)
- An assessment that will provide structures and procedures to identify key involved departments responsible for the risks identified, as well as the ability to monitor, disseminate and update disaster risk information.
- An assessment that will provide measures and procedures to assure quality control over different aspects of disaster risk management.
- An assessment that will further provide measures and procedures that make information management concerning disaster risk management possible and sustainable.

#### 7.9.2 UMHLABUYALINGANA LOCAL MUNICIPALITY

Disaster risk assessment has not been planned or developed by the municipality

It is recommended that:

- Mtubatuba, Hlabisa, Big5 False Bay and Umhlabuyalingana local municipalities be encouraged to conduct risk assessments.
- All risk assessments be conducted in consultation with the district.
- The details of the risk assessments of Jozini are analyzed.

### 7.10 DISASTER RISK REDUCTION

#### 7.10.1 UMKHANYAKUDE DISTRICT MUNICIPALITY

The Umkhanyakude district municipality has a disaster risk management plan in place but not adopted by council because the Policy Framework is not yet adopted. .

This plan, however still needs to incorporate some of the issues surrounding disaster risk assessments as alluded to above. (Refer to disaster risk assessments).

However, the disaster risk management plan is due for review as this is a requirement of the Act to review the plan on an annual basis.

### 7.10.2 UMHLABUYALINGANA MUNICIPALITY

A disaster risk management plan has been developed by the municipality.

It is recommended that:

- The four local municipalities, Mtuba, Hlabisa, Big5 False Bay and Umhlabuyalingana are encouraged to develop disaster risk management plans
- The district disaster management plan be reviewed, in complying with the Disaster Management Act 57 of 2002 but after adoption by the council.

### 7.11 PUBLIC AWARENESS CAMPAIGNS

The Umkhanyakude district Municipality, needs to conduct disaster risk management awareness programs in schools and rural areas. Disaster risk Management legislation calls for the development of a public awareness strategy. The strategy aims to direct the focus of all public awareness activities in the district. Once we get enough personnel as per above mention portfolios, public awareness strategy will be developed.

In line with the Disaster Management Act and all relevant frameworks, the main aim of community awareness campaigns is to ensure that affected communities exercise risk avoidance behavior and take precautionary measures during incidents or disasters.

It is recommended that:

- Ongoing community awareness campaigns be conducted in local municipalities, in ensuring that affected communities exercise risk avoidance behavior during incidents or disasters.

### 7.12 DISASTER RISK MANAGEMENT VOLUNTEERS

Section 58 of the Disaster Management Act requires that a municipality may establish a unit of volunteers to participate in disaster management activities within the municipality. The volunteer programme is meant to augment the capacity with regard to municipal disaster risk management activities e.g. disaster assessments, awareness campaigns, evacuation, crowd management, search and rescue etc.

It is also important to note that volunteers can also be utilised as a form of rapid response mechanism during incidents or disasters. The recommended approach for municipalities is to integrate and co-ordinate the already existing groups such as Ward Committees, Community Safety and Liaison volunteers, community development workers etc.

To date, disaster risk management volunteers in Umkhanyakude have not yet been identified, Hlabisa and Umhlabuyalingana has developed their volunteers but we still need to have a meeting and have a uniform volunteer recruitment strategy including the forum or organization that can address this need. Therefore, the development and implementation of a volunteer strategy for the district should be a matter of priority.

It is recommended that:

- Umkhanyakude disaster management volunteer strategy be developed and presented to council for adoption;
- Upon approval of the strategy, Umkhanyakude district municipality is to establish the disaster risk management volunteer unit in an effort to augment the capacity to deal with disasters or incidents within the district.

#### 7.13 RESPONSE AND RECOVERY

Besides the presence of some contingency measures in the functioning of the Umkhanyakude DRMC, response and recovery operations need more attention.

A policy on incident reporting needs to be documented and to be adopted by council.

It is recommended that:

- The policy on incident reporting procedures be reviewed and adopted;
- The policy guidelines for emergency relief aid distribution be developed;
- Inter-municipal MOU's be developed.

#### 7.14 INFORMATION SYSTEMS

Umkhanyakude Disaster Risk Management Centre is partially operational. There is a control centre that operates 24/7 situated at the Umkhanyakude District Municipality offices..

##### 7.14.1 DISASTER RISK MANAGEMENT RELATED INFORMATION

There are currently, no clear means and practical procedures implemented to gather and manage disaster risk management related information in the district. Ongoing engagements need to take place internally and externally to ensure that correct procedures and measures are developed and implemented by the DRMC for information management.

#### 7.14.2 EMERGENCY COMMUNICATION STRATEGY

It will be developed after the Disaster Centre is constructed.

#### 7.15 DISASTER MANAGEMENT FUNDING ARRANGEMENTS

The Disaster Risk Management Centre currently relies, to a great extent on the disaster management grant funding. Effort will be made to ensure that the municipality taps in other sources, such funds from NDMC.

#### 7.16 COORDINATION OF FIRE SERVICES

Section 84 of the Municipal structures act places the responsibility of the function of fire fighting services to district municipalities.

The demarcation board has outlined some of these responsibilities as shared, in view of the capacity of some of the district municipalities including Umkhanyakude District Municipality.

In this regard, the district is in public private partnership with four local municipalities which are Mtubatuba, Hlabisa ,Big 5 False Bay and Jozini partnering with Rural Metro Fire Services. Section78 of the Municipal Systems Act is going to be applied as the contract is expiring in December 2012 so as to get more less cost and effective way of running fire services.

It is in this regard that the district must ensure local municipalities are provided with the necessary support. Currently, the PDMC identified each firefighting trainee from Umhlabuyalingana local municipality. There are four (4) firefighting trainees that are qualified and two will qualify in Firefighting 1 and 2 in February 2012, and will have to be utilized by the local municipalities effectively. Upon completion, they need to be utilized as extra resource as and when required by each local municipality.

It is recommended that:

- The four (4) firefighting trainees be effectively utilized by the one identified local municipality i.e Umhlabuyalingana. Proper utilization will also ensure that they form part of the volunteer unit in their respective Wards;
- A process must unfold to investigate possible partnerships with other stakeholders who are involved in fire prevention and mitigation, as an effort to minimize the risk of both house fires and veld fires during the fire season;



- Ongoing research be conducted within the district on fire preparedness, firefighting capacity including latest reports and recommendations from the Municipal demarcation board
- Survey of needs within the district
- Cost regarding the district to assuming the firefighting function.

## 8 HOUSING SECTOR PLAN

### 8.1 BACKGROUND

Umhlabuyalingana is one of the five local municipalities located in the Umkhanyakude District Municipality (DC27) and is approximately 3 693 km<sup>2</sup>. It has Mozambique along its northern boundary, the Indian Ocean to the east and the local municipalities of Jozini to the west and The Big 5 False Bay and KZDMA27 to the south. The urban areas include towns such as Mbazwana, Sodwana Bay and KwaNgwanase (Manguzi). Ingonyama Trust land which members of the Tembe, Mashabane, Mabaso and Zikhali traditional councils dominates the area of jurisdiction of the municipal area.

The municipality has no proclaimed township, with the municipal jurisdiction made up of 17 wards with little or no economic base. Most members of these communities are dependent on subsistence agriculture or income from migrant workers. The municipality has evenly scattered spatial patterns.

### 8.2 DEMOGRAPHIC CONTEXT

Based on the 2001 Census and 2007 Community Survey (based on those aspects which were surveyed), the demographic profile of the Umhlabuyalingana Municipal Area is as follows:

- Total Population: The total population of Umhlabuyalingana in 2001 was 140 962 and increased to 163 692 by 2007.
- Number of Households: In 2001 there were a total of 26 674 households within the municipality. This increased to 27 006 in 2007.
- Household size: In 2001 the average household size was 5.28 persons and it increased to 6.06 in 2007. It is noted however that in 2001 approximately 41.14% of households in the municipal area comprise 6 persons or more.
- Labour Force: In 2001 of a total labour force of 23 038 persons (16.34% of the total population), 7 094 were employed; and
- 15 944 were unemployed. 49 220 people were not economically active. The level of unemployment is an important indicator of the relative poverty and social well-being of a community. The census data indicates a relatively high level of unemployment within Umhlabuyalingana. However, the most worrying factor is an even higher representation of people who are not economically active.

### 8.3 HOUSING NEED

According to the Stats SA 2007 Community survey, nearly 50% of all households live in traditional dwellings. In the period from 2001 to 2007, there has been an increase of nearly 28% in the number of households living in brick structures on a separate stand or yard. The distribution is shown below.

TYPE OF MAIN DWELLING	NO. OF HOUSEHOLDS	% OF HOUSEHOLDS
House or brick structure on a separate stand or yard	12284	45.5%
Traditional dwelling/hut/structure made of traditional materials	13489	49.9%
Flat in block of flats	597	2.2%
Town/cluster/semi-detached house (simplex: duplex: triplex)	66	0.2%
House/flat/room in back yard	49	0.2%
Informal dwelling/shack in back yard	175	0.6%
Informal dwelling/shack NOT in back yard	27	0.1%
Room/flat let not in back yard but on a shared property	256	0.9%
Caravan or tent	0	0.0%
Private ship/boat	0	0.0%
Workers' hostel (bed/room)	63	0.2%
Other	0	0.0%

Source: Statistics South Africa 2007 Community Survey data

By using the backlog figures for water and sanitation supply, it is estimated that the backlog is 8806 housing units.

### 8.4 POPULATION GROWTH TRENDS AND CHALLENGES

In the Stats SA, Census 2001 and the 2007 Community survey the population was estimated to be in the region of approximately 163 694 people, with an average household size of 6 people per household. As a gateway to Africa and as any border municipality, it has been noticed that there is a growing number of immigrants' in-fluxing the area. The alarming fact

is that, it is not profound if all these immigrants have entered the country legally or not and as such could the numbers be quantified.

In addition, the area also has a tendency of accommodating the working class from other areas which also adds to the local population. Often these, reside on rented cottages and are always keen for more decent housing options.

The challenges connoted to this ranges from facts such as that socio-economic status of this area is way below average to the HIV-AIDS epidemic that also has a huge impact on the growth of the population. New settlements are emerging and seem to be bias as they host certain ethic groups which is a huge segregation era threat.

## 8.5 INFORMAL SETTLEMENTS

It is often than not argued that this municipality has a challenge with informal settlements. By natural default the area of Umhlabuyalingana determined itself to be rural in character and as such 99% of the area is classified as rural. This is evident throughout the municipal area when you look at the housing typology and the dispersed rural settlements with poor road infrastructure that interlinks them.

Dwelling units made up of traditional material are still prevalent in the area however; the municipality does not consider these to be “informal settlements” and for a simple reason that these communities often have some form of land tenure rights to settle where they are. Basically, the issue of affording decent housing is the cause and some erect such houses by choice.

Furthermore, what is often over-looked is the fact that most decent and modern houses are often erected without following due processes i.e. acquiring an approval of a building plan from the municipality in terms of the National Building Regulations and Building Standards act 103 of 1977 as amended. This also boils down to the fact that in such areas the culture of ensuring as to which areas are best suitable for locating housing was never practiced and brings along challenges in terms of installing infrastructure in some of these areas.

Generally speaking and on the basis of the above, in the context of Umhlabuyalingana it will be social incorrect to consider the municipality as having a challenge with informal settlements but will be technically correct to make such a statement.

## 8.6 IDENTIFICATION OF LAND FOR FUTURE HOUSING DEVELOPMENT

The Local Municipality of Umhlabuyalingana area of jurisdiction spreads for approximately 3621 km<sup>2</sup> in land magnitude. In terms of land tenure, estimated at 60 % of the municipal area falls under Ingonyama Trust ownership with four tribal councils who are the custodians

of the land, with the remaining 40% consisting of commercial farms and conservation areas. [Source: Stats SA, Census 2001 & 2007 Community survey].

As many rural municipalities in South Africa Umhlabyalingana was established [to the Municipal Systems Act 32 of 2000] at the time where un-planned small rural towns/villages [organic towns/villages] had already emerged and as such since then the culture of identifying suitable land for housing purposes was never practiced.

It is imperative to sensitise the afore when one has to infomercial exhaust this vein, as is, the municipality is currently crafting a wall-to-wall Spatial Development Framework (SDF) and scheme(s) for Manguzi and Mbazwana towns respectively. This is a twofold exercise that will involve a high level land identification and designation wherein, feasible land for future housing expansions will be identified and other subsequent specialist investigations will have to be undertaken for each specific land parcel. Parallel to this the District municipality of Umkhanyakude is currently developing a district wide Environmental Management Framework which will also serve an informant for decision-making for future identification of feasible land for housing expansion.

## 8.7 CURRENT HOUSING PROJECTS

PROJECT NAME	PROJECT NO	UNITS	IMPLEMENTING AGENT	DEVELOPER	STATUS
Kwangwanase Phase One Rural Housing Project		2000	Inprodev Pty Ltd	Section 21 Company	Project To Be Completed In April 2012
Mbazwana Housing Project		500	Inprodev Pty Ltd	Section 21 Company	Project Completed/ Close Out Report
Mabaso Rural Housing Project Area A	K10020008	1256	Gumede Rural Development	Municipality	Approved Subsidies = 1256 Approved Beneficiaries = 1191 Suspended = 31 Failed = 18 New Application = 34 Project Progressing Very Well
Mabaso Rural Housing Project Area B	K10020007	1244	Siyamthanda Projects	Municipality	Approved Subsidies = 1244 Total Submitted = 1239 Approved Beneficiaries = 1170

PROJECT NAME	PROJECT NO	UNITS	IMPLEMENTING AGENT	DEVELOPER	STATUS
					Suspended = 17 Failed = 23 Pending Approval = 18 Withdrawn = 11 Project Progressing Very Well
Mashabane Rural Housing Project		1000	Teraplan And Associates	Municipality	New Project- Tranche 1 Application Has Been Submitted Awaiting Approval
Kwangwanase Phase Two Rural Housing Project		1000	UmpHEME Development	Municipality	New Project Packaging Of Tranche 1 Application Pack To Be Submitted In March 2012
Kwambila Rural Housing Project		1000	Fezeka Business Services	Municipality	New Project Packaging Of Tranche 1 Application Pack Submitted In March 2012

## 8.8 PLANNED PROJECTS FOR THE NEXT FIVE YEARS

PROJECT NAME	PROJECT TYPE	ANTICIPATED NO OF UNITS	PROJECT YEAR
kwaSonto Rural housing project	Rural	500	12/13
Mabibi housing project	Rural	500	12/13
Zamazama housing project	Rural	500	12/13
Scabazini Housing Project	Rural	1000	13/14
Ndlondlweni Housing Project	Rural	1000	13/14
Ngutshane Housing Project	Rural	500	14/15
Masondo Housing Project	Rural	1500	14/15
George/ Masakeni Housing Project	Rural	500	14/15
Mtikini Housing project	Rural	200	15/16
Kwazibi/ Mvelabusha Housing project	Rural	2000	13/14
Mfakubheka/Gazini Housing project	Rural	350	13/14
Phelandaba Housing Project	Rural	500	15/16
Mnyayisa housing project	Rural	500	14/15

PROJECT NAME	PROJECT TYPE	ANTICIPATED NO OF UNITS	PROJECT YEAR
Mahlungulu/ mvutshana Housing project	Rural	500	14/15
Manguzi Rental stock	Rental		13/14
Mbazwana Rental stock	Rental		13/14
Skhemelele Rental Stock	Rental		13/14

## 8.9 MUNICIPAL SERVICES

### 8.9.1 ROLE OF UMHLABUYALINGANA MUNICIPALITY

The level of services provided will comply with the Housing Code 2009 and in terms of the conditions stipulated in the planning approval. Refuse removal and road maintenance are services that are rendered by the local Municipality.

### 8.9.2 ROLE OF UMKHANYAKUDE DISTRICT

Umkhanyakude District Municipality is responsible for bulk services such as water reticulation and sanitation.

### 8.9.3 ELECTRICITY

Eskom is the service provider and they are implementing electrification in terms of their programme and budget. Eskom has been fully informed of completed, current and future housing projects.

## 8.10 CONCLUSION

In order to provide total living environment it is vital that the delivery of housing occur in conjunction with other services and facilities (including health, education, sports, etc).

## **SECTION E:**

# **OPERATIONAL PLAN**



## PROJECT ALIGNMENT TABLE

UMHLABUYALINGANA LOCAL MUNICIPALITY 2012/13 IDP KPA, OBJECTIVES, STRATEGY AND PROJECTS ALIGNMENT TABLE											
	KPA 1 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Outcome Nine Alignment	Strategic objective	Project no	Project	2012-2013	2013-2014	2014-2015	Funding source	Municipal Department	Core Dep
	Human Resource Management	Differentiated approach to municipal planning and support	To create and retain sufficient capacity for an effective administration	01/01/12-13	Employment equity plan	R0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/02/12-13	Retention strategy	R0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/03/12-13	Filling of critical post	R0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/04/12-13	Review HR policies, compile WSP	R 300,000.00	R 316,800.00	R 333,907.00	LM	Cop/Com	LM
2.00	Performance Management System		To manage and enhance the performance of Councillors, individual employees and that of the municipality as a whole	01/05/12-13	Signing of performance management contracts	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/05/12-13	Implementation of performance management system	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/05/12-13	Quarterly reviews	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/05/12-13	Staff Management	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/05/12-13	Mid year reports, annual reports	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
3.00	Risk Management		To proactively identify and address potential risk that may affect the functioning of the organisation	01/06/12-13	Risk management strategy	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
4.00	Municipal Administration		To administer the affairs of the municipality in accordance with relevant legislation and policies	01/07-12-13	Review delegations	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/07/12-13	Staff and Councillor training	R 300,000.00	R 316,800.00	R 333,907.00	LM	Cop/Com	LM
5.00	Information technology		To facilitate expedient access to information	01/10/12-13	Integrated IT management system	R 130,000.00	R 137,280.00	R 144,693.00	LM	Finance	LM
6.00	Record keeping Registry		To keep records and create institutional memory	01/08/12-13	Improve registry system	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
				01/08/12-13	Archives and internal library	R 200,000.00	R 211,200.00	R 222,605.00	LM	Cop/Com	LM
7.00	Legal Services			01/09/12/13	Legal services	R 350,000.00	R 316,800.00	R 333,907.00	LM	Cop/Com	LM
8.00	Employee assistant programme			01/11/12-13	Develop Employee assistant programme	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
	TOTAL					R 1,280,000.00	R 1,298,880.00	R 1,369,019.00			
	KPA 2; Basic services and Infrastructure Development	Outcome Nine Alignment	Strategic objective	Project no	Project	2012/13	2013/14	2014/15	Funding source	Municipal Department	Core functional Department
1	Water and Sanitation	Improved access to basic services	To facilitate provision of water and sanitation to a minimum of RDP standards	02/01/12-13	Signing of SLA with DC 27	R 0.00	R 0.00	R 0.00		Technical	DC27
2	Waste Management		To keep Umhlabyalingana clean and safe from disease	02/03/12-13	Waste removal and management	R 200,000.00	R 211,200.00	R 222,605.00	LM	Cop/Com	LM
					Procurement of Skips	R 250,000.00	R 0.00	R 0.00		Cop/Com	LM
3	Electricity		To facilitate provision of reliable source of energy	02/4/12-13	Madonela electrification	R 5,000,000.00	R 15,000,000.00	R 16,000,000.00	DME	Technical	LM/ Eskom
4	Free basic services			02/05/12-13	Preparation and annual update of the indigent register	R 0.00	R 0.00	R 0.00	LM	Finance	LM
5	Access roads and storm water		To provide access and facilitate vehicular movement between and within settlements	02/06/12-13	Nsukumbili Road	R 8,333,685.00	R 0.00	R 0.00	MIG	Technical	LM
				02/6.1/12-13	Hlomula Road	R 6,000,254.00	R 0.00	R 0.00	MIG	Technical	LM

				02/6.2/12-13	Mabibi Road	R 4,029,767.00	R 0.00	R 0.00	MIG	Technical	LM
				02/6.3/12-13	khiphimbazo Road	R 1,666,737.00	R 0.00	R 0.00	MIG	Technical	LM
				02/6.4/12-13	Manguzi Roads	R 4,000,000.00	R 0.00	R 0.00	MIG	Technical	LM
				02/6.5/12-13	Mbazwana Dump site Road	R 2,000,000.00	R 0.00	R 0.00	MIG	Technical	LM
				02/6.6/12-13	Thandizwe road	R 5,333,559.00	R 0.00	R 0.00	MIG	Technical	LM
					Municipal access roads	R 2,000,000.00	R 4,000,000.00	R 6,000,000.00	EQS	Technical	LM
6	Infrastructure planning		To plan for the long term development and maintenance of infrastructure	02/7.1/12-13	Mseleni Sport ground	R 2,350,000.00	R 0.00	R 0.00	MIG	Technical	LM
				02/7.2/12-13	Zamazama sport ground	R 2,350,000.00	R 0.00	R 0.00	MIG	Technical	LM
				02/7.3/12-13	Mbazwana Traffic Station Guard House	R 100,000.00	R 0.00	R 0.00	EQS	Technical	LM
				02/7.4/12-13	Mbazwana Traffic Station Parking	R 300,000.00	R 0.00	R 0.00	EQS	Technical	LM
7	Sustainable Human Settlements		To transform settlements into integrated sustainable human settlements	02/08/12-13	Kwangwanase Phase 2 Rural housing project, Mbila Rural Housing project, Mashabane rural housing project	R 0.00	R 0.00	R 0.00	DOHS	Technical	LM/DOHS
8	Public facilities		To facilitate provision of public facilities in line with the recommended standards	02/09/12-13	Formulation of Public facilities plan and policy	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
9	Library services		To facilitate provision of Library Services	02/10/12-13	Library promotion	R 65,000.00	R 68,640.00	R 72,347.00	LM	Cop/Com	LM
	TOTAL					R 13,783,685.00	R 19,211,200.00	R 22,222,605.00			
	5. LED	Outcome Nine Alignment	Strategic objective	Project no	Project	2012/13	2013/14	2014/15	Funding source	Municipal Department	Core Functional Department
1	Community works programme	Community work programmes implemented and cooperatives supported	To us municipal and government funded infrastructure projects as means to create jobs and reduce poverty	03/01/12-13	Implement CWP in all wards	R 0.00	R 0.00	R 0.00	LM	Cop/Com	LM
2	Tourism		To increase Tourism market share of Umhlabuyalingana	03/02/12-13	Tourism promotion and development	R 0.00	R 0.00	R 0.00	LM	Technical	DEDT/LM
3	Agriculture		To facilitate development of commercial agriculture in Umhlabuyalingana	03/03/12-13	Agricultural projects	R 2,000,000.00	R 2,112,000.00	R 2,226,048.00	LM	Technical	LM
4	SMME		Facilitate SMME training and capacity building	03/04/12-13	SMME support and capacity building	R 0.00	R 0.00	R 0.00	LM	Technical	DEDT/LM
5	Small Town Rehabilitation		To improve aesthetic character of Manguzi as a means to attract investment	03/5.1/12-13	Manguzi and Mbazwana town Rehabilitation	R 7,000,000.00	R 5,000,000.00	R 6,000,000.00	Cogta	Technical	LM/Cogta
	Small Town Beautification			03/5.2/12-13	Landscaping, relocation of informal	R 2,000,000.00	R 0.00	R 0.00	Cogta	Technical	LM/ Cogta
6	Business Licensing		To register and maintain database of all businesses that operates in Umhlabuyalingana	03/06/12-13	Business licensing	R 0.00	R 0.00	R 0.00	LM	Technical	LM
7	EPWP		To facilitate Job creation within Umhlabuyalingana	03/07/12-13	Create Job opportunities through LED Development initiative including Capital project	R 1,000,000.00	R 0.00	R 0.00	LM	Technical	LM
	TOTAL KPA 3					R 12,000,000.00	R 7,112,000.00	R 8,226,048.00			
	KPA 4: GOOD GOVERNANCE, PUBLIC PARTICIPATION	Outcome 9 objective	Strategic Objective	Project no	Project	2012/13	2013/14	2014/15	Funding source	Municipal Department	Core Functional Department
1	Ward committees		To involve local communities in municipal affairs in a structured manner	04/01/12-13	Ward committees	R 1,020,000.00	R 1,077,120.00	R 1,135,284.00	LM	Cop/Com	LM/ Cogta

2	Public participation		To involve local in shaping the municipality's development agenda	04/02/12-13	Public meetings	R 600,000.00	R 633,600.00	R 667,814.00	LM	Cop/Com	LM
3	Communication		To communicate with stakeholders using print and electronic media	04/03/12-13	Website	R 480,000.00	R 506,880.00	R 534,252.00	LM	MM	LM
					Newsletter	R 150,000.00	R 158,400.00	R 166,954.00	LM	Cop/Com	LM
					Marketing and publicity	R 250,000.00	R 264,000.00	R 278,256.00	LM	Cop/Com	LM
4	Disaster Management		To prevent and reduce the impact of disasters in Umhlabuyalingana	04/04/12-13	Disaster Management Plan	R 190,000.00	R 200,640.00	R 211,475.00	LM	Cop/Com	LM
					Fire extinguishers & OSH Equipment	R 300,000.00	R 100,000.00	R 250,000.00		Cop/Com	
5	Special Programmes		To respond to the unique needs of the youth and vulnerable groups	04/05/12-13	special programmes	R 1,000,000.00	R 105,600.00	R 111,302.00	LM	Cop/Com	LM
6	Safety, Security, Traffic	To improve safety and security	Traffic Management	04/06/12-13	Learners Licenses	R 0.00	R 0.00	R 0.00	DOT	Cop/Com	DOT
					Renewal of Licenses	R 0.00	R 0.00	R 0.00	DOT	Cop/Com	DOT
					Application of Professional Driving Permit	R 0.00	R 0.00	R 0.00	DOT	Cop/Com	LM
					Awareness campaigns	R 50,000.00	R 52,800.00	R 55,651.00	DOT	Cop/Com	LM
					Vehicle testing center	R 1,900,000.00	R 0.00	R 0.00	DOT	Cop/Com	LM
7	Intergovernmental relations		To participate actively in the IGR and other coordinating structures	04/07/12-13	Attend all IGR Structures	R 0.00	R 0.00	R 0.00	LM	MM	LM
8	Audit function		To enable the organisation to account for the use of public funds and performance in the delivery of services	04/08/12-13	Audit Committee	R 437,500.00	R 462,200.00	R 486,948.00	LM	MM	LM
					Internal Audit	R 752,500.00	R 794,640.00	R 837,551.00	LM	MM	LM
					External Audit	R 1,182,500.00	R 1,248,720.00	R 1,316,151.00	LM	MM	LM
9	Supply Chain Management			04/09/12-13	Review SCM policy	R 0.00	R 0.00	R 0.00	LM	Finance	LM
10	IDP Review			04/10/12-13	IDP review	R 120,000.00	R 200,000.00	R 200,000.00	LM	Technical	LM
	ToTAL					R 8,432,500.00	R 5,804,600.00	R 6,251,638.00			
	KPA 5 : FINANCIAL VIABILITY AND MANAGEMENT	Outcome 9 Alignment	Strategic objective	Project no	Project	2012/13	2013/14	2014/15	Funding source	Municipal Department	Core Functional Department
1	Budgeting and Reporting	Improved municipal financial and administrative capacity	To enable the organisation to account for the use of public funds and performance in the delivery of services	05/01/12-13	Budgeting and reporting	R 0.00	R 0.00	R 0.00		Finace	LM
2	Financial reporting		To comply with the financial reporting requirement as outlined in the MFMA	02/02/12-13	Financial reporting	R 0.00	R 0.00	R 0.00		Finace	LM
3	Revenue enhancement			05/03/12/13	Implementation of the MPRA(Valuation roll)	R 650,000.00	R 686,400.00	R 723,466.00	EQS	Finace	LM
4	Aasset management		To establish and operate an efficient asset management system	05/04/12-13	Develop and maintain asset register	R 400,000.00	R 506,880.00	R 534,252.00	EQS	Finace	LM
				01/10/12/13	IT analysis	R 130,000.00	R 137,280.00	R 144,693.00	EQS	Finance	LM
5	Financial management		To establish efficient treasury department	05/05/12-13	Review financial policy	R 0.00	R 0.00	R 0.00		Finace	LM
					Staff training	R 350,000.00	R 369,600.00	R 389,558.00	FMG	Finace	LM

	<b>TOTAL KPA 5 FINACE</b>					<b>R 1,180,000.00</b>	<b>R 1,330,560.00</b>	<b>R 1,402,411.00</b>			
	<b>KPA 6 : SPATIAL PLANNING AND ENVIRONMENT MANAGEMENT</b>	<b>Outcome 9 Alignment</b>	<b>Strategic objective</b>	<b>Project no</b>	<b>Project</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>Funding source</b>	<b>Municipal Department</b>	<b>core dept</b>
<b>1</b>	<b>Spatial Planning and Land use management</b>	To improve the standard of living by ensuring that future human settlements occur in an integrated, spatial, environmental and economic manner	To promote development of efficient and sustainable settlement pattern	<b>06/01/12-13</b>	SDF and Lums	R 541,428.00	R 571,748.00	R 602,622.00	LM	Technical services	LM
<b>2</b>	<b>GIS</b>			<b>06/02/12-13</b>	GIS	R 0.00	R 0.00	R 0.00	LM	Technical services	MM
	<b>TOTAL KPA 6</b>					<b>R 541,428.00</b>	<b>R 571,748.00</b>	<b>R 602,622.00</b>			

## 3 YEAR BUDGET

Description	Funding Source	Current Year 2011/12				2012/13 Medium Term Revenue and Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre Audited Outcome	Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
<b>PROJECTED REVENUE</b>								
<b>GRANTS AND SUBSIDIES</b>								
Operating Grants		55 879 000	57 336 805	57 336 805	-	61 766 000	65 844 000	71 387 000
Capital Grants		59 595 186	39 092 663	39 092 663	-	29 299 000	40 474 000	42 947 000
Other own income		2 742 694	4 773 340	4 773 340	-	8 307 631	9 928 701	10 055 053
Interest		790 023	1 315 023	1 315 023	-	11 832 684	879 315	926 798
<b>Total Revenue</b>		<b>119 006 903</b>	<b>102 517 831</b>	<b>102 517 831</b>	<b>-</b>	<b>111 205 315</b>	<b>117 126 016</b>	<b>125 315 850</b>
<b>Departmental Projected Expenditure</b>								
Council department		7 190 579	7 240 579	7 240 579	-	8 336 063	8 802 883	9 278 239
Management department		4 905 270	4 849 297	4 849 297	-	6 235 408	6 584 591	6 940 159
Finance department		6 083 553	5 708 896	5 708 896	-	7 632 213	8 056 414	10 749 611
Corporate services		7 425 337	6 132 198	6 132 198	-	6 808 684	7 189 970	7 578 229
Technical services		5 629 476	4 555 901	4 555 901	-	9 148 756	11 964 078	16 013 444
Library services		1 503 932	1 449 923	1 449 923	-	1 715 778	1 811 587	1 909 413
Community services		3 898 548	3 306 701	3 306 701	-	4 925 266	5 201 081	5 481 939
Traffic department		1 699 138	2 237 890	2 237 890	-	3 446 953	3 639 982	3 836 541
Local Economic Development		2 489 230	2 261 814	2 261 814	-	3 606 352	3 752 308	3 954 932
<b>Total operating expenditure (a)</b>		<b>40 825 063</b>	<b>37 743 199</b>	<b>37 743 199</b>	<b>-</b>	<b>51 855 473</b>	<b>57 002 894</b>	<b>65 742 506</b>
<b>Projected Capital Expenditure (b)</b>		<b>73 127 377</b>	<b>64 694 631</b>	<b>64 694 631</b>	<b>-</b>	<b>55 979 002</b>	<b>53 896 250</b>	<b>49 599 125</b>
<b>Total Projected Expenditure (c) = (a+b)</b>		<b>113 952 440</b>	<b>102 437 830</b>	<b>102 437 830</b>	<b>-</b>	<b>107 834 475</b>	<b>110 899 144</b>	<b>115 341 631</b>
Contribution to investment (d)		5 052 352	-	-	-	-	-	-
<b>Total after contribution to investment (c+d)</b>		<b>119 004 792</b>	<b>102 437 830</b>	<b>102 437 830</b>	<b>-</b>	<b>107 834 475</b>	<b>110 899 144</b>	<b>115 341 631</b>
<b>Surplus or (Deficit)</b>		<b>2 111</b>	<b>80 001</b>	<b>80 001</b>	<b>-</b>	<b>3 370 840</b>	<b>6 226 872</b>	<b>9 974 219</b>

## 9 CAPITAL INVESTMENT FRAMEWORK

### 9.1 THREE YEAR CAPITAL INVESTMENT

#### UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
	<b><u>ROADS</u></b>				
	Municipal Roads – MIG				
9350014	Municipal Roads - Manguzi Road	National (MIG)	4,000,000		
9350015	- Thandizwe Road	National (MIG)	5,333,559		
9350016	- Mbazwana Dumpsite Road	National (MIG)	-		
9490007	Mbazwana Town Services	National (MIG)	2,000,000		
	Nsukumbili Road	National (MIG)	8,333,685		
	Khiphimbazo Road	National (MIG)	1,666,737		
	Hlomula Road	National (MIG)	6,000,254		
	Mabibi Access Road	EQS	4,029,767		
	Sodwana Speed Humps	National (MIG)		500,000	

## UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
	Empini - Ezinqeni access Road	National (MIG)		7,000,000	
	Manyampisi access Road	National (MIG)		6,000,000	
	Mbubeni Access Road	National (MIG)		6,939,200	
	KwaNhlamvu Access Road	National (MIG)			5,000,000
	Manaba - Ezimbuzini Raod	National (MIG)			5,000,000
	Mvelabusha - Ezangomeni Road	National (MIG)			6,200,000
	Ezindlovini - Masulumane - Etsheni Road	National (MIG)			5,379,600
	<b>Subtotal (a)</b>		<b>31,364,002</b>	<b>20,439,200</b>	<b>21,579,600</b>
	<b><u>Buildings, Community Halls &amp; Markets</u></b>				
9490009	Fencing of municipal dumpsites	National (MIG)	-		
9270009	Library Gaurdhouse	Library Grant	-		
9310003	Traffic Station	National (MIG)	400,000		
9350007	Council Chamber	National (MIG)	-		
9490001	Mahlakwe Community Hall	National (MIG)	-		
	Mphakathini Community Hall	National (MIG)	-		
9490002	Masibambisane Community Market	National (MIG)	-		

## UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
9490003	Bhekabantu Community Hall	National (MIG)	-		
9350006	Small Town Rehabilitation: Market Stalls, Coldrooms	Prov Econ Dev	7,000,000	5,000,000	6,000,000
9350005	Small Town Rehab: Mbazwana	Prov Econ Dev	-		
	Manzengwenya Community Centre	EQS		1,500,000	
	Sbhoweni Community Centre	EQS		1,500,000	
	Hlokohloko Community Centre	EQS		1,600,000	
	Mthonjeni Community Centre	EQS		1,600,000	
	Mbazwane Public Toilets	EQs		600,000	
	Manguzi Public Toilets	EQS		600,000	
	<b>Subtotal (b)</b>		<b>7,400,000</b>	<b>12,400,000</b>	<b>6,000,000</b>
	<b><u>Sports Grounds</u></b>				
9290003	Sports Ground - Manaba – New	Prov Sports + EQS	150,000		
9290001	Sports Ground - Manaba - Old	Prov Sports + EQS	-		
	- Mseleni		2,350,000		
	- Zamazama		2,350,000		



## UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
	<ul style="list-style-type: none"> <li>- Scabazini</li> <li>- Phohlo</li> <li>- Manzwengwenya</li> <li>- Mlamula</li> </ul>			1,910,550 1,910,550	2,021,025 2,021,025
	<b>Subtotal ©</b>		<b>4,850,000</b>	<b>3,821,100</b>	<b>4,042,050</b>

9410001	<b><u>ELECTRIFICATION PROJECTS</u></b>				
	Electrification Programme – Manaba	National DME			
	<ul style="list-style-type: none"> <li>- Madonela</li> <li>- Mbila</li> <li>- Mabaso</li> <li>- Tembe</li> </ul>	National DME National DME National DME National DME	5,000,000  9,000,000 7,000,000	16,000,000	
	<b>Subtotal (d)</b>		<b>5,000,000</b>	<b>16,000,000</b>	<b>16,000,000</b>
	<b><u>Other Infrastructure</u></b>				
9490005	Urban Development	Prov Cogta	-		
9490006	Corridor Development	Prov Cogta	-		
9290002	Sport Refurbishment	National (MIG)	-	-	-

## UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
9270010	Library Parking		-		
9270001	Municipal Skips	EQS	250,000		
6	Vehicle Testing Centre	EQS	1,900,000		
	Small Town Beautification	EQS	2,000,000		
	<b>Subtotal €</b>		<b>4,150,000</b>	-	-
			<b>52,764,002</b>	<b>52,660,300</b>	<b>47,621,650</b>
	<b>Other Assets</b>				
9350002	Backup Engine	EQS	-	-	
9350003	Vehicles: Traffic, Pool car, Mayor	EQS	750,000	-	300,000
9230004	Computers and printers	EQS	80,000	50,000	75,000
9270001	Furniture and Equipment (Library)	EQS	1,135,000	500,000	876,525
9310004	Savillian Camera / Speed Cammera	EQS	-	135,950	-

## UMHLABUYALINGANA MUNICIPALITY: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK - CAPITAL EXPENDITURE

Vote Number	Description	Funding Department	2012/13 Medium Term Revenue and Expenditure Framework		
			Budget Year 2012/13	Budget Year 2013/14	Budget Year 2014/15
9490010	Upgrading of Financial System	EQS	-	-	475,950
	Upgrading IT Infrastructure	EQS	500,000	450,000	-
	Bulidings Cashiers Office	EQS	100,000	-	-
	Installation of fire extiguishers & OSH Equipment	EQS	300,000	100,000	250,000
	Parking Shelters	EQS	350,000	-	-
	<b>Subtotal (b)</b>		<b>3,215,000</b>	<b>1,235,950</b>	<b>1,977,475</b>
	<b>Total Capital Expenditure (a+b)</b>		<b>55,979,002</b>	<b>53,896,250</b>	<b>49,599,125</b>

26,680,002.00

## 9.2 UMKHANYAKUDE DISTRICT PROJECTS

### 9.2.1 MIG FUNDED PROJECTS

	Project Description			Project value	Previous expenditure and 2011/2012	Balance	2012/2013	2013/2014	2014/2015	Balance carried forward
	<b>MIG ALLOCATION</b>				<b>186 942 000.00</b>		<b>226 773 000.00</b>	<b>239 219 000.00</b>	<b>260 295 000.00</b>	
	<b>Water Projects</b>									
	<b>Umhlabuyalingana Local Municipality</b>									
1	Enkanyezini CWSS		750 000.00	R 62 030 928.00	R 750 000.00	R 0.00	-			<b>R 0.00</b>
2	Mpophomeni CWSS Phase 2		1 446 709.00	R 38 715 718.00	R 1 208 210.78	R 0.00	<b>238 498.22</b>			
3	KwaNgwanase Water Retification		8 000 000.00	R 102 657 991.00	R 8 000 000.00	R 0.00	-			
4	Indlovu Village Sewerage (upgrade)	-	1 580 872.56	R 1 580 872.56	R 1 794 595.28	-R 213 722.72	<b>86 277.28</b>			<b>-R 300 000.00</b>
5	Shemula/KwaNgwanase Bulk	-	116 000 000.00	R 116 000 000.00	R 0.00	R 116 000 000.00	<b>12 000 000.00</b>	<b>R 25 500 000.00</b>	<b>R 28 000 000.00</b>	<b>R 50 500 000.00</b>
6	Mbazwana sewerage	-	19 871 482.50	R 19 871 482.50	R 0.00	R 19 871 482.50	<b>5 000 000.00</b>	<b>R 3 384 334.50</b>	<b>R 1 987 148.00</b>	<b>R 9 500 000.00</b>

### 9.2.2 PROPOSED SPECIAL PROJECTS

	PROJECT NAME			VALUE	PREVIOUS EXPENDITURE	BALANCE
	Expanded Public Works Programme			R 26 053 000.00	R 26 053 000.00	R 0.00
	<b>TOTAL EPWP BUDGET</b>			<b>R 26 053 000.00</b>	<b>R 26 053 000.00</b>	<b>R 0.00</b>

	PROJECT NAME		VALUE	PREVIOUS EXPENDITURE	BALANCE
	WATAKA WTP (Jozini/Ingwavuma/KwaZibi and KwaJobe)		R 3 501 400.00	R 0.00	R 3 501 400.00
	<b>TOTAL WATAKA WTP BUDGET</b>		<b>R 3 501 400.00</b>	<b>R 0.00</b>	<b>R 3 501 400.00</b>
	KwaMshaya Electricity Reticulation		R 6 000 000.00	R 6 000 000.00	R 0.00
	<b>TOTAL BUDGET</b>		<b>R 6 000 000.00</b>	<b>R 6 000 000.00</b>	<b>R 0.00</b>
	Department of transport (Establishment of Road Asset Management Systems for Local Municipalities) <b>DOT Funded</b>		R 1 687 000.00	R 1 687 000.00	R 0.00
	<b>TOTAL DOT BUDGET</b>		<b>R 1 687 000.00</b>	<b>R 1 687 000.00</b>	<b>R 0.00</b>
	<b>MASSIFICATION SPECIAL FUNDED</b>				
	Shemula Water refurbishment works		R 1 950 000.00	R 1 950 000.00	R 0.00
	Phelandaba water Re- instate of electricity/generators for borehole pump		R 300 000.00	R 300 000.00	R 0.00
	Water purification plant in Kwazibi		R 1 800 000.00	R 1 800 000.00	R 0.00

### 9.3 FIVE YEAR INVESTMENT FRAMEWORK

#### 9.3.1 COMMUNITY NEEDS PROJECT LIST 12/13

##### 9.3.1.1 INFRASTRUCTURE AND SERVICES

WARD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITATION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIP	SPORTFIELD
2	Speed humps on Sodwana road		Mbazwana prepaid electricity	Mbazwana Centre public toilets			Mbazwana cemetery	Regularization of Mbazwana Landfill site and formalization of Mbazwana Airstrip	
3	* Access road from Empini to Ezinqeni * Access road from Olakeni To Esiphahleni * Access road from Qongwane to Othungwini		Prepaid electricity @Othungwini		Water Empini and Ezinqeni				Othungwini Sportfield
5	*Kwanhlamvu Access Road *Access Road from Mthunzini to Mabibi *Access Road from Main road to Kwanhlamvu	*Manzengwenya community centre *Mabibi community centre	Street lights hospital road Mabibi prepaid electricity		Kwanhlamvu Water Scheme	Housing KWasonto and Mabibi			*Manzengwenya sportfield *Mabibi Sportfield

WA RD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITA TION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIP	SPORTFIELD
	*Welandlovu Bridge * speed humps at Mseleni T junction								
7	*Mbubeni Access Road *Sgedeni to Mphakathini School access road *Access road from Ntshongwe to Munyu *Access road from oqondweni via Mphakathini to Majola * access road from Esibhoweni D1882 to P444 via INkosi	Sbhoweni community centre -Renovation of Nthsongwe community market	*Mbubeni electricity *Ntshongwe electricity *Mpakathini electricity	Oqondweni toilets	*Sbhoweni water scheme *Mozane water scheme *Extension of Oqondweniw water scheme *extension of Ntshongwe malobeni water scheme to Mozi				1. Ntshongwe sport field 2.Oqondweni sportfield
14	*Manyampisi Access road *Road from Mboza to Jozini *Maintanance of road from Mtikwe to Gedleza *Road from main road to Munyu Primary *Pedestrian	Mbangweni community centre							

WA RD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITA TION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIP	SPORTFIELD
	bridge @ Pongola River								
15	*Access road from Manaba clinic to Ezimbuzini *Road from Vimbukhalo to Ntshongwe *Road from majoli station to kwamlambo *Road from Kwamlambo to Empini *Road from Emadramini to Enkantolo *Road from Mlamula to Khiphimbazo *Road from Manaba store to Mafa school *Road from Mafa school to Mboza	*Mthonjeni community centre *Vimbukhalo community Centre	Prepaid Electricity @ ward 15		Water @ward 15				*Maintenance of Mthonjeni sportfield *Mlamula sportfield *Vimbukhalo sport facilities
6			Ward 6 prepaid electricity	Ward 6 sanitati on		Zamazama housing project			Zamazama sportfield
13	D18 gravel road maintenance	Hlokohloko community centre and chairs	Hlazane, Hlokohloko and Mboza prepaid electricity		Hlazane, Hlokohloko and Mboza water house				Ward 13 sport facilities



WA RD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITA TION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIp	SPORTFIELD
					connection				
11	*Access road from Endlovini via Masulumane to Etsheni *Road from Zangomeni to Osizwni school	Renovation of Phumobala Hall	Ward 11 prepaid electricity	Ward 11 sanitati on	Ward 11 water scheme	Ward 11 housing project			
1	*Pedestrian bridge kuNqunqulu *Pedestrian bridge enkathwini *Nqunqulu access road		Ward 1 prepaid electricity	Ward 1 sanitati on. Mangu zi centre public toilets	Ward 1 water scheme				
16	Ward 16 access roads *Sicabazini and Ndalini Speed humps.	Sicabazini community market *Manqakulana Mndovu community hall	Ward 16 prepaid electricity	Ward 16 sanitati on	Ward 16 water	Scabazini housing project Manqakulana, Mndovu Housing project			Mtikini sport facilities
8	*Mvelabusha Access road *Access road from police station to Mvelabusha *Road from Mvelabusha to Zangomeni *Road from kwazibi clinic to	*Mvelabusha community hall *Ngusthana community hall * kwazibi Community hall Mpukani community hall	Ward 8 prepaid electricity		Ward 8 water scheme	*Ndondlweni housing project *Ngutshane housing project * Mvelabusha housing project *kwazibi Housing project *kwaMpukane housing project Phelandab			Ngutshane sport facilities

WA RD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITA TION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIP	SPORTFIELD
	Mqobela *Nsukumbili bridge *Road from police station to Kwampukane * access road from main road to Ngutshana primary school Access road from kwaBukhosini to Mpukane					Housing project			
10	*Road from skhoveni to mvutshana *Road from Madolwane to Nkovukeni *Nkovukeni bridge	Ward 10 community hall	Ward 10 prepaid electricity	Ward 10 sanitati on	Ward 10 water scheme	Ward 10 housing project			
12	Road from Mganwini to Gazini Road from Lalalapha to Thelizolo Road from Sakalezangoma to Kwaphuza	Sambulweni community centre	Ward 12 prepaid electricity	Ward 12 sanitati on	Ward 12 water scheme	Ward 12 housing project			Ward 12 sport facilities
17	Ekuthukuzeni access road Masondo access		Electricity Engozini Masondo	Mason do sanitati	Water Ekuthukuzeni Water	Masondo housing project Engozini housing			

WA RD	ROADS	MULTIPURPOSE COMMUNITY CENTERS	ELECTRICITY	SANITA TION	WATER	HOUSING	CEMETRIES	LANDFILL SITES AND AIRSTRIIP	SPORTFIELD
	road Masondo to Mshudu Bridge		prepaid electricity Manguzi town street lights	on project	kwamasondo Water engozini	project			
9	Road from gazini to mfakubheka	Skills development centre@ward 9	Ward 9 prepaid electricity		Ward 9 water project	Ward 9 housing project			Sports and recreation facilities @ward 9
4	Road from Mangu zi to Emasakeniward Mzila access road		Ward 4 prepaid electricity	Ward 4 sanitati on project	Ward 4 water project	Masakeni Housing project			Masakeni sport field

### 9.3.1.2 SOCIAL ECONOMIC DEVELOPMENT

Ward	Agriculture	Touri sm	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
1				Thuthukani Trading Centre					Mobile clinic KuNqunqul u	
2	Tractor @Olakeni					Disability programmes		Bursaries	EMRS facilities	
						Youth and women programmes				

Ward	Agriculture	Tourism	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
3	Tractor			Petrol filling station @ Othungwini	Bee keeping project Othungwini	Youth skills development programmes @ Mbazwana			Mobile clinic @Othungwini	
	pounds			Tourism town @ Sodwana		Skills centre @ othungwini				
				Banks at Mbazwana Centre						
4.				Manzamnyama community Lodge						
5				Mnyandula supermarket		Mseleni skills development centre	Crèche @ Kwanhlamvu			Mseleni library upgrade
				Manzengwenya supermarket			Pension shelter @ Kwanhlamvu			Mnzengwenya Library
				Mseleni Business Trading Centre			Creche @Mnyandula			
							Mobile police station @ Mnyandula			
6	Emfundeni Community Garden Fencing and irrigation				Zamazama block Making Project	Zamazama School for the Disabled	Zamazama Creche	Zamazama Training Centre		Zamazama Mobile library
	Tractor				Poultry project			Finishing school		
					Umshini					

Ward	Agriculture	Tourism	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
					wokugaya impuphu					
7	*Ntshongwe Poultry project *Oqondweni poultry project		Oqondweni vendor kitchen			Youth programmes	Ntshongwe hall renovation Ntshongwe Satellite police station		Mbubeni Mobile clinic	
									Mozana mobile clinic	
8	Tractor			Ngutshana Petrol filling station	Ndlondlweni community market				Nguntshane clinic	
9				Phelandaba Tourism Hub				Skills development centre		
10								Skills development centre	Nkovukeni clinic	
11	Thengani agricultural cooperative funding			Umthayi Road			Renovation of Phumobala Hall	Skills development centre	Upgrade health facilities	Mfihlweni clinic
	Siyathuthuka organic farming funding								Zangomeni clinic to work 24 hours	

Ward	Agriculture	Tourism	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
12								Skills development centre	Renovation of Mloli Mobile Clinic	
								Construction of Nyamazane primary and high school		
13	Imfunda fencing  Hlalanathi womens garden (fencing and irrigation)			Banks at Skhemelele	Umshini	Bonokuzayo HIV/AIDS support	Satellite police station	Skills centre		library
				Petrol filling station @ Skemelele	Hlokohloko block making project	Hlazane HIV AIDS group support  Mboza youth behavioural change  Ezethu youth development HIV/AID foundation project	Vukuzakhe creche			
14	Welcome community				Isigayo sempuphu		Manyampisi Creche	Construction of Madonela	Mbangweni mobile	

Ward	Agriculture	Tourism	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
	garden fencing and irrigation							high school	clinic	
	Umfunde agricultural site fencing of 50 hectors		SMME development		Livestock market		Satellite police station			
	Masdonela community garden fencing and irrigation						Madonela pension shelter			
15				Manaba Trading Centre	Mlamula community market		Mlamula bus shelter	Construction of Mboma High school		library
					Manaba community market		Mboma crèche Thokazi Creche	Upgrade Mboma primary school		
							Thokazi pension shelter		Mlamula clinic 24 hours	
							Mafa creche		Vimbukhalo clinic 24 hours	
							Satellite police station			
							Information centre			
16					Scabazini Creche		Youth programmes		Scabazini clinic	

Ward	Agriculture	Tourism	SMME's	Investment	Poverty alleviation	Special projects	Community facilities	Education	Health	Arts and Culture
	1.Manqakulana Community garden fencing 2.Ndaba community garden fencing				Ndaba Creche Mndovu crèche Manqakulana crèche Mtikini creche		Sicabazini and Manqakulana Pension shelter			
17					Extention of engozini market		Engozini creche			
						Engozini school for the disabled	Engozini parks and gardens			



## **SECTION G:**

# **FINANCIAL PLAN**

## 10 FINANCIAL PLAN

### 10.1 INTRODUCTION

uMhlabuyalingana is a local Municipality(3621 KM2), under uMkhanyakude District. It is situated in the far North of KwaZulu Natal. uMhlabuyalingana is a corridor municipality to Mozambique. It is mostly unfortunately that the municipality was placed under administration for a period of more than two years. The reason was mainly that the municipality was unable to meet its obligations. The positive thing is that the municipality is currently in a sound financial position.

### 10.2 THE PAST 2010/11 FINANCIAL YEAR

#### 10.2.1 ANNUAL FINANCIAL STATEMENTS

At the end of the 2010/11 financial year the municipality reported R 55 million on Cash and Cash Equivalent. This means the municipality is sitting at sound cash flow position.

Umhlabuyalinga is a rural municipality and it is generating minimum income on its own. The municipality is mostly depended on Conditional Grants for service delivery.

Even though the municipality reported with a positive cash equivalent, most of the funds are for conditional grants.

Also 2010/11 was the first time where the municipality was implementing the Municipal Property Rates Act. One on of the reasons why there is a substantial increase in debtors.

#### 10.2.2 THE BUDGET

As mentioned above, the municipality is coming out of being under administration. One of the reasoned cited by the administrator was maladministration within the municipality. This include aligning the IDP to the budget. The three year draft budget forecast is a follows:

Annual Budget Table for Umhlabuyalingana municipality represent the ten main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations.

### 3.1.1 KZN271 Umhlabuyalingana - Table A1 Budget Summary

Description	2008/9	2009/10	2010/11	Current Year 2011/12				2012/13 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
<b>R thousands</b>										
<b><u>Financial Performance</u></b>										
Property rates	–	–	1,653	1,030	3,057	3,057	–	5,971	7,461	7,461
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	149	275	974	790	1,315	1,315	–	833	879	927
Transfers recognised - operational	25,391	31,143	39,714	55,879	57,337	57,337	–	61,766	65,844	71,387
Other own revenue	573	1,523	2,140	1,713	1,716	1,716	–	13,337	2,468	2,594
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>26,112</b>	<b>32,942</b>	<b>44,481</b>	<b>59,412</b>	<b>63,425</b>	<b>63,425</b>	<b>–</b>	<b>81,906</b>	<b>76,652</b>	<b>82,369</b>
Employee costs	9,856	10,338	10,315	13,673	13,068	13,068	–	17,220	18,636	19,642
Remuneration of councillors	4,538	4,469	4,448	6,881	6,881	6,881	–	7,346	7,757	8,176
Depreciation & asset impairment	1,063	914	7,551	950	1,197	1,197	–	1,257	1,325	1,396
Finance charges	3	–	–	–	–	–	–	–	–	–
Materials and bulk purchases	–	–	–	–	–	–	–	–	–	–
Transfers and grants	–	–	–	–	–	–	–	–	–	–
Other expenditure	14,590	12,470	9,341	19,323	16,677	16,677	–	26,033	29,285	36,528
<b>Total Expenditure</b>	<b>30,049</b>	<b>28,191</b>	<b>31,655</b>	<b>40,827</b>	<b>37,823</b>	<b>37,823</b>	<b>–</b>	<b>51,855</b>	<b>57,003</b>	<b>65,743</b>

<b>Surplus/(Deficit)</b>	(3,937)	4,751	12,825	18,585	25,602	25,602	–	30,051	19,649	16,626
Transfers recognised - capital	7,937	23,131	9,431	59,595	39,093	39,093	–	29,299	40,474	42,947
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	4,000	27,881	22,256	78,180	64,695	64,695	–	59,350	60,123	59,573
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
<b>Surplus/(Deficit) for the year</b>	4,000	27,881	22,256	78,180	64,695	64,695	–	59,350	60,123	59,573
<b><u>Capital expenditure &amp; funds sources</u></b>										
<b>Capital expenditure</b>	<b>7,937</b>	23,161	10,085	73,127	64,695	64,695	–	55,979	53,896	49,599
Transfers recognised - capital	<b>7,937</b>	23,161	9,431	59,595	39,093	39,093	–	44,979	40,474	42,947
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	–	654	13,532	25,602	25,602	–	11,000	13,422	6,652
<b>Total sources of capital funds</b>	<b>7,937</b>	23,161	10,085	73,127	64,695	64,695	–	55,979	53,896	49,599
<b><u>Financial position</u></b>										
Total current assets	<b>1,470</b>	10,563	57,478	6,002	57,093	57,093	–	5,650	11,463	21,437
Total non current assets	<b>51,907</b>	72,119	68,937	73,127	64,695	64,695	–	55,222	53,021	48,679
Total current liabilities	<b>10,843</b>	12,107	42,882	950	37,698	37,698	–	7,651	5,578	4,372
Total non current liabilities	–	–	195	–	–	–	–	–	–	–
Community wealth/Equity	<b>42,535</b>	70,575	83,337	78,180	84,089	84,089	–	53,221	58,907	65,743
<b><u>Cash flows</u></b>										
Net cash from (used) operating	<b>4,000</b>	27,881	61,887	78,180	66,912	66,912	–	50,104	65,247	70,637

Net cash from (used) investing	(7,214)	(21,716)	(8,239)	(73,127)	(64,695)	(64,695)	–	(42,010)	(41,710)	(44,924)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
<b>Cash/cash equivalents at the year end</b>	<b>(1,360)</b>	4,805	58,454	5,052	57,113	57,113	54,895	66,605	90,143	115,855
<b><u>Cash backing/surplus reconciliation</u></b>										
Cash and investments available	(846)	8,393	54,895	6,002	57,093	57,093	–	4,157	9,598	19,572
Application of cash and investments	7,909	9,027	37,888	–	36,366	36,366	–	4,157	477	(804)
<b>Balance - surplus (shortfall)</b>	<b>(8,755)</b>	(634)	17,007	6,002	20,727	20,727	–	(0)	9,121	20,376
<b><u>Asset management</u></b>										
Asset register summary (WDV)	51,343	71,566	255	73,127	64,695	64,695	55,979	55,979	53,896	49,599
Depreciation & asset impairment	1,063	914	7,551	950	1,197	1,197	1,257	1,257	1,325	1,396
Renewal of Existing Assets	–	–	–	–	–	–	–	–	–	–
Repairs and Maintenance	1,331	813	234	1,236	736	736	3,466	3,466	5,548	7,631
<b><u>Free services</u></b>										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
<b><u>Households below minimum service level</u></b>										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

As mentioned above, the municipality is coming out of being placed under administration. The budget, IDP and SDBIP was being aligned. And this budget moving forward is aligned to the IDP and SDBIP. This result in saying that the budget and IDP are now credible

During 2011/12 the IDP/Budget processes were followed. Where by the process plan was approved as per respective legislations. The public consultative process was also conducted.

The intention of the municipality is to focus on the service delivery, that is why the municipality want to put more effort on capital projects. From this draft it can be seen that of the projected expenditure of R93 914 333, the 48% will be used for capital projects.

Umhlabyalingana is a rural municipality, this result in that it very much depended on grants. In the 2012/13 draft budget, 93% of the revenue is from grant funding.

### 10.3 FINANCIAL STRATEGY FRAMEWORK

The 2011/12 financial year has been a turning point for the municipality. The municipality received an unqualified AG report with other matters. The municipality is focused in correcting the challenges of the past and also addressing issues raised by AG.

#### 10.3.1 REVENUE

##### 10.3.1.1 PROPERTY RATES

As it has been said above, the municipality is a rural municipality so it grant dependent. It is the intention of the municipality to move away from the grant dependency. The municipality is working on the strategies to increase it own revenue base. In 2010/11 financial year, it was for the first time that the Municipal Property Rates Act was implemented. It must be noted that even though there a lot of challenges, but there is some sort revenue from there. In the 2012/13 draft budget, 70% of the own revenue is anticipated to be from rates. One of the biggest challenge for the municipality is collection of rates. The culture of paying for the rates at the rural area is still posing challenges. The municipality plan to engage the rates payers and explain the rates. The municipality will also be reviewing the General Valuation roll by means of a Supplementary Valuation. This will ensure that those property that might fallen off through the cracks and any other development that has taken place are taken into account. The municipality is developing different strategies to overcome these challenges. This done by implementing appropriate policies and procedures.

#### 10.3.1.2 TRAFFIC STATION

Another source revenue for the municipality is the traffic station. Even though this is law enforcement, but it does generate some form of revenue. In 2012/13, the traffic station has been approved to do drivers licence testing. This is anticipated to increase revenue in one way or the other.

#### 10.3.1.3 OTHER

Umhlabuyalingana, in 2011/12 financial year, started providing a service of refuse collection. The refuse truck was purchased and is operating. The refuse skip were purchased and placed in strategic places. The municipality has been working on the tariff that will be charged to the service users. Also the dumpsites are in the process of being fenced. It is anticipated that in 2012/13 financial year, this service will be fully functioning. It must be noted that this service is not aimed at generating revenue, it is aimed for service delivery. The cost for providing this service must be covered by the revenue it generate.

#### 10.3.1.4 REVENUE ENHANCEMENT AND STRATEGIES

Also the municipality is intending to be solely dependent on grants, it is process of developing a revenue enhancement strategy. Even though it is acceptable that this is rural municipality, but it is possible to find creative ways to generate more revenue. This strategy is still at draft level, with an anticipation that it will be implemented in 2012/13 financial year and will be reviewed an annual bases.

Revenue is not about charging or levying the community. It is important to have processes in place on collecting the money due to the municipality. This is the weakness that the municipality has viewed and is putting measures in place. In the past the municipality did not have a mechanism when a person wants to pay for at the municipality offices. The plan moving forward is that in the municipality offices, there will be cash taking offices. That is at the head office there will be cashiers office moving forward. Also at the traffic office a place has been designated to accommodate cashiers office. This is different from the one relating to traffic related revenue. This in a way will improve the collection of revenue.

#### 10.3.1.5 ASSET MANAGEMENT

Asset management is still a challenge for the municipality. It is one of the issues that were raised by AG. The municipality is currently working on it. Asset verification has been done and are being reconciled to the asset register. Strategies are being put in place to control and have proper asset management. The financial system is being upgraded and it will be

used for asset management. Professional experts are being sourced to assist with the valuation of assets. The municipality is also working with respective traditional authority to sort out the agreements on all the infrastructure constructed by municipality in their jurisdiction. All the administrative issues raised by AG are being addressed. While the municipality is planning and implement new infrastructure. It has a duty to maintain the existing. The municipality is putting measures to take stock of what assets it has and how it will maximums its use moving forward.

#### 10.3.1.6 FINANCIAL POLICIES

The municipality has managed to develop the financial policies in 2011/12 financial year. The following policies were approved in the 2011/12 financial year:

- Asset Management Policy
- Debt and Credit Control Policy
- Budget Policy
- Rates Policy
- SCM Policy
- Investment and Cash Management Policy
- Indigent Policy

The policies served from Financial Portfolio to Exco up until there were approved by Council. There have been works hoped at the Management Committee. The municipality plan to implement these policies moving forward. The policies will be reviewed on an annual bases. It must be noted that with approval of these policies it is one of the strategies to improve revenue collection by the municipality.

### 10.4 EXPENDITURE

#### 10.4.1 HUMAN CAPITAL

The municipality has been faced with a lot of challenges around the employees organisation. One of the challenges facing the municipality is that the employees are not aligned. Strategies have been put into place address the situation. The municipality has reviewed the organ gram. From the review it was clear that there are critical vacancies that need to be filled. The alignment of positions are still in progress. It must be commended that in the 2011/12 and previous year, the payment of salaries were in time. Reviewing of HR polices



has also commenced. It is still a challenge that the bill for salaries is more than the recommended 35%. But it must be noted that this is being addressed by the municipality.

#### 10.4.2 CREDITORS

With the challenges of the past which resulted in that the municipality was placed under section 139 of the Constitution. One of the issues cited was that creditors were not paid as per recommended of within 30 days. Strategies have been put in place that all creditors are paid within 30 days. As mentioned above financial policies have been reviewed, moving forward they being implemented

#### 10.4.3 CAPITAL EXPENDITURE

The municipality has taken a decision that service delivery is important. One of the ways to see service delivery at the municipality is by seeing tangible capital or infrastructure projects. Different capital projects have commenced and new ones have been planned and will be implemented moving forward. A challenge has emerged that funds for capital are spend at a slow pace. This is being addressed by capacitating the Technical department. Changes are being seen and will be monitored moving forward.

### 10.5 CONCLUSION

As it has been mentioned that the municipality is emerging from the administration. There has been a lot of challenges facing the municipality. It is clear that the municipality has turned a corner and is moving toward a rightful direction. The municipality plan to concentrate mainly on two thing. This service delivery and increase its own revenue source. Strategies and processes are being put in place to ensure that these objectives are achieved moving forward.

## **SECTION H:**

# **ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

## 11 SUMMARY OF UMHLABUYALINGANA ADOPTED PMS FRAMEWORK

### 11.1 OBJECTIVES OF THE UMHLABUYALINGANA PERFORMANCE MANAGEMEN

PMS is the primary mechanism to monitor, review, improve the implementation of the IDP and gauge the progress made in achieving the objectives set out in the IDP. The PMS process plan outlines the following objectives of the PMS:

- Facilitate increased accountability: The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.
- Facilitate learning and improvement: The PMS should facilitate learning in order to enable the Municipality to improve delivery.
- Provide early warning signals: The PMS should ensure that decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, as appropriate.
- Facilitate decision-making: The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The fore listed functions are not exhaustive but also provide a summary of the intended benefits of the PMS. They should also be used for evaluating and reviewing the PMS.

### 11.2 PRINCIPLES GOVERNING THE PMS

The following principles inform and guide the development and implementation of the UMHLABUYALINGANA PMS.

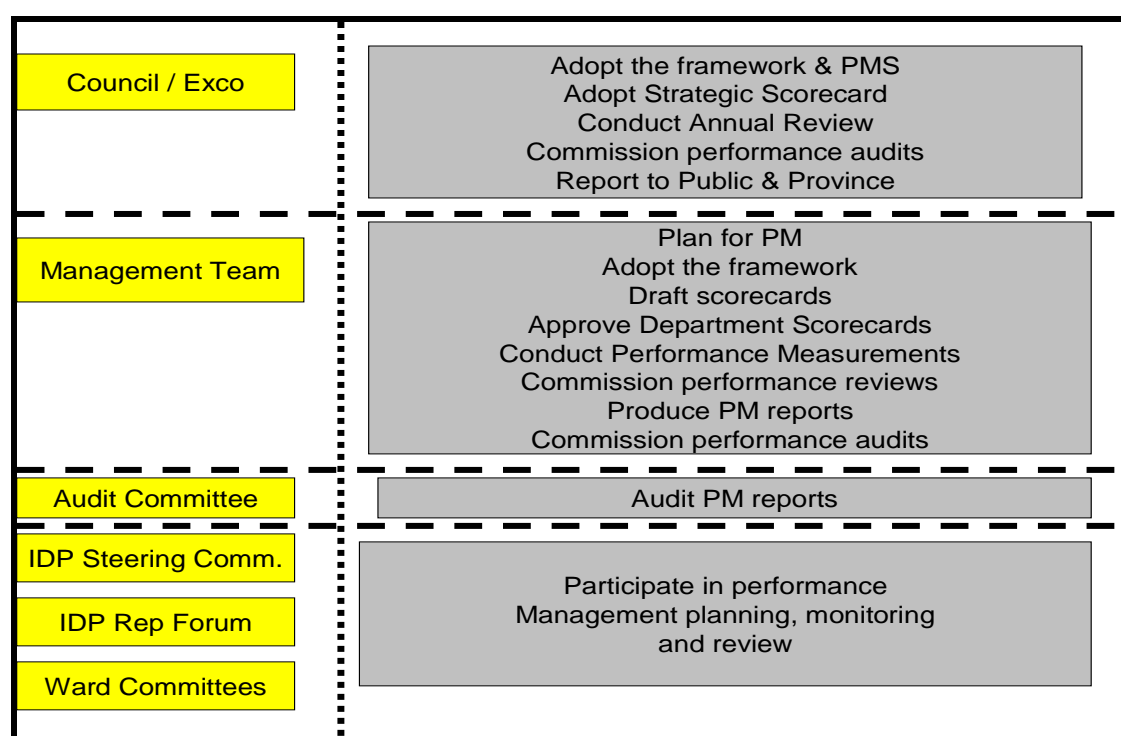
- ***administratively managed*** in terms of its day-to-day implementation;
- ***implementable*** within any current resource constraints;
- ***integration*** of the PMS with the other management processes within the Municipality;
- ***politically acceptable*** to the political role players of the municipality;
- ***provision of clarity to all employees in terms of their role in the achievement of municipal and departmental targets;***
- ***provision of early warning signals in terms of inherent risks for the full***

**implementation of the IDP;**

- **public participation** in terms of granting community members their constitutional right to participate in the process;
- **reliability** of the information provided on the progress in achieving the objectives as set out in its IDP.
- **simplicity** in order to facilitate implementation given any current capacity constraints;
- **transparency and accountability** both in terms of developing and implementing the system;

**11.3 TAKEHOLDER ROLES AND RESPONSIBILITIES**

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process.

**11.4 THE LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT**

Various government prescripts stipulate provisions pertaining to performance management in the context of local government. Of note, are the following elements:

#### 11.4.1 WHITE PAPER ON LOCAL GOVERNMENT:

The major PMS policy instrument is the 1998 White Paper on Local Government supported by the Batho Pele principles, which policies were given legal stature through the adoption of the Local Government: Municipal Systems Act in 2000 (Act 32 of 2000). The said Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government
- Conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

#### 11.4.2 THE MUNICIPAL SYSTEMS ACT (MSA)

In terms of the MSA, the Municipal Planning and Performance Management Regulations (2001) were published, setting out the requirements for a municipal PMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government and have been attached as Annexure 2. A further set of Regulations were published in 2006 and they deal with Performance Management for municipal managers and managers that are directly accountable to municipal managers. A copy thereof is attached as Annexure 3.

#### 11.4.3 THE MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)

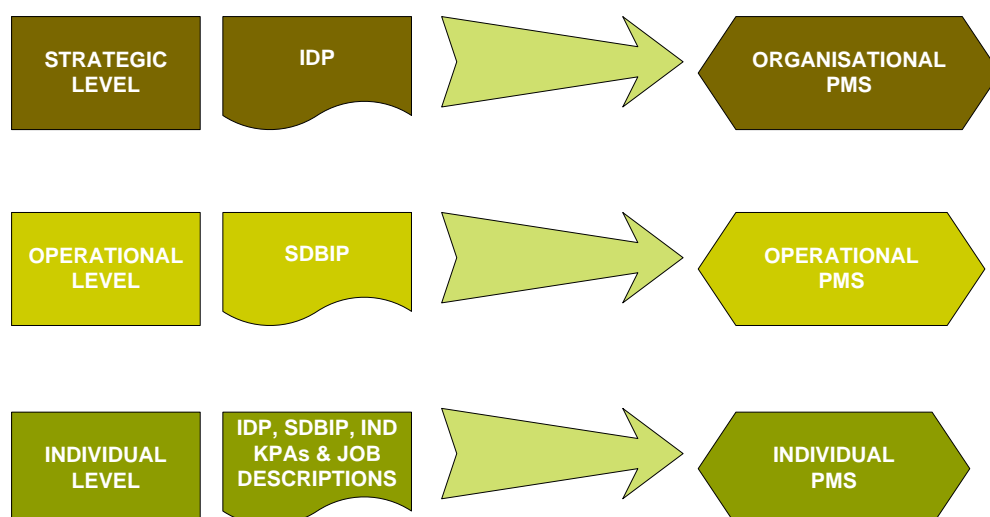
The MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP), stating the service delivery targets and performance

indicators. Whilst approving the annual budget, the Municipality should also set measurable performance targets for each revenue source and vote. They should also compile an annual report, which entails a performance report that is compiled in terms of the MSA.

The foregoing legislative framework (*in Section 2*) provides for performance management at various levels in a municipality including organizational (sometimes also referred to as municipal, corporate or strategic level), departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level, the five-year IDP forms the basis for performance management, whereas at operational level the annual SDBIP forms that basis. The performance measures associated with the IDP have a long-term focus, whereas those associated with the SDBIP are short-term and focus on reviewing the progress made in implementing the current budget and achieving the annual service delivery targets. The measures that are set for the Municipality are captured in the organisational scorecard. Annexure 4 provides a sample municipal scorecard.

At departmental level, the measures are captured in the SDBIPs of the various departments that operate within the Municipality. Performance management should be occur at the various levels and relate to one another, as required by the Municipal Planning and Performance Regulations. By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP eventually link with individual performance management. Regarding performance management at individual level, the MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP and the measurable performance objectives approved with the budget.



## 12 ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

### 12.1 SCORE CARD

UMHLABUYALINGANA ORGANISATIONAL SCORECARD FOR 2012 /2013																		
NAME OF MUNICIPALITY:UMHLABUYALINGANA 12-13		SELECT THE YEAR																
		TICK THE APPROPRIATE BOX																
		SELECT THE QUARTER																
		TICK THE APPROPRIATE BOX																
IDP / SDBIP NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/ STRATEGIES	NO .	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual	Annual	Q1		Q2		Q3		Q4		Responsible Department	Portfolio of Evidence
							Target	Allocated	Target		Target		Target		Target			
							Projected	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected	Budget		
01/01/1213		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To create and retain sufficient capacity for an effective administration		Employment Equity Plan	Date of Adoption	Adopted EEP by 30 Sept 2012	N/A									Corporate and Community	
01/01/1213					Retention Strategy	Date of Adoption	Adopted Retention Strategy by 30 Sept 2012	N/A									Corporate and Community	
01/03/1213			Filling of Vacant critical posts		Number of critical posts filled in the organogram	Number of critical posts filled	2 critical post filled by 30 Sept 2012	N/A									Corporate and Community	
01/05/1213			Implementation of Performance Contracts		Implementation of the Performance Management System Policy		4 signed performance agreements by 30 June 2013	N/A							4 signed Performance agreements		Corporate and Community	
						Number of signed performance agreements reflecting national government priorities												



01/05/1213			To manage and enhance the performance of councillors, individual employees and that of the municipality as a whole.	Undertake quarterly performance reviews	Number of quarterly reviews conducted	4 quarterly reviews conducted by 30 June 2013	N/A	1 quarterly review		1 quarterly review		1 quarterly review		1 quarterly review		Corporate and Community	
				Reports submitted on performance in terms of Section 46 of the MSA	Number of reports submitted on performance in terms of Section 46 of the MSA	4 reports submitted	N/A	1 report submitted		1 report submitted		1 report submitted		1 report submitted		Corporate and Community	
				Reports submitted in terms of Section 52 of the MSA(Mid Year Report)	Number of eports submitted in terms of Section 52 of the MSA(Mid Year Report)	1 Mid year report by 15 January 2013	N/A					1 Mid year report by 15 January 2013				MUNICIPAL MANAGER	
				2011/12 Annual Report	2011/12 Annual Report submitted	2011/12 Annual Report submitted by 30 September 2012	N/A	2011/12 Annual Report submitted by 30 September 2012								MUNICIPAL MANAGER	
				Section 71 monthly reports	Number of Section 71 monthly reports	12 Section 71 monthly reports submitted by 30 June 2013	N/A	3 monthly reports by 30 September 2012		3 monthly reports by December 2012		3 monthly reports submitted by 30 March 2013		3 monthly reports submitted by 30 June 2013		MUNICIPAL MANAGER	
				Delegation of Powers	Reviewed and adopted Delegation of Powers	Reviewed and adopted delegation of powers by 30 Sept 2012	N/A	Adopted delegation of powers and Authority								MUNICIPAL MANAGER	
01/06/1213			To proactively identify and address potential risks that may affect the functioning of the organization.	Risk Management Strategy/Policy	Date of Adoption	Adopted Risk Management Strategy by 30 Dec 2012	N/A			Adopted Risk Management Strategy						MUNICIPAL MANAGER	
02/04/1213		INFRASTRUCTURE DEVELOPMENT & SERVICE DELIVERY	Identify and provide households that qualify for free basic electricity based indigent register.	An adopted and updated Indigent Register for the municipality	Updated Indigent Register annually	Updated Indigent Register by 30 June 2013	N/A							30-Jun-13		FINANCE	

02/04/1213			To facilitate the provision of reliable sources of energy to each household		Number of households connected	100 Households connected at Madonela	100 Households connected by June 2013	R 5,000,000.00	Appointment of the Service Provider	R 350,000	advertising and Appointment of a contractor and site establishment	R 700,000.00	electrification of 50 households	R 1,975,000	Electrification of 50 households	R 1,975,000.00	TECHNICAL SERVICES	
02/02/1213			To facilitate provision of water and sanitation to a minimum of RDP standards		Signing of SLA's with DC 27 - free basic water, sanitation and electricity	Signing of SLA's with DC 27 - free basic water, sanitation and electricity	Signed SLA- 30 September 2012		Signed SLA with DC 27								TECHNICAL SERVICES	
02/06/1213			To provide access and facilitate vehicular movement between and within settlements		Number of local access roads upgraded/maintained	5 kms Constructed Nsukumbili Road with Engineers Certificate	5 kms constructed Nsukumbili Road with Engineers completion certificate	R 8,333,685.00	Advertising and appointment of contractor and site establishment	R 1,497,563.19	completion of earthworks and road preparation	R 1,815,632.18	commencement of all layerworks	R 3,631,264.36	Engineers completion certificate and project handover	R 972,541.04	TECHNICAL SERVICES	
						5.5 kms constructed Mabibi Road with Engineers certificate	5.5 kms constructed Mabibi Road with Engineers completion certificate	R 5 696 504.00	advertising and Appointment of contractor and site establishment	R 1,023,661.43	completion of earthworks and road preparation	R 1,815,632.18	commencement of all layerworks	R 2,482,246.67	Engineers completion certificate and project handover	R 664,782.13	TECHNICAL SERVICES	
						1.9 km Manguzi Road with Engineers certificate by June 2013	1.9 km Manguzi Road with Engineers certificate by June 2013	R 4,000,000	completion of all layer works, processing of G4 material to the final layer	R 2,000,000.00	Road tarred with engineers certificate	R 2,000,000					TECHNICAL SERVICES	
						2.2 km Mbazwana dumpsite road with Engineers certificate by September 2012	2.2 km Mbazwana dumpsite road with Engineers certificate by September 2012	R 2,000,000	road completed with engineers certificate	R 2,000,000.00							TECHNICAL SERVICES	
						3 km Thandizwe road with Engineers certificate by June 2013	3 km Thandizwe road with Engineers certificate by June 2013	R 5,333,559.00	advertising and Appointment of a contractor and site establishment	R 1,066,711.80	completion of earthworks and road preparation	2133423.6	commencement of all layerwork	R 1,422,282.40	Completion of layerworks with Engineers completion certificate and project handover	R 711,141.20	TECHNICAL SERVICES	

						3.6 kms constructed Hlomula Road with Engineers certificate	3.6 kms constructed Hlomula Road with Engineers completion certificate	R 6,000,253.20	advertising and Apppointment of acontractor and site establishment	R 6,000,253.20	completed earthworks and road preparation	R 1,042,149.10	all layerworks complete	R140 356 8	Engineers completion certificate and project handover	R 2,807,136.00	TECHNICAL SERVICES	
02/7.2/1213					Number of Sportsfields constructed	Construction of Zamazama Sports Field	sportfield completed with engineers certificate	R 2,350,000	advertising and Apppointment of project managers	R 230,300.00	advertising and Appointment of acontractor, site establishment and site clearance	R 1,727,955.00	Fencing, soccerpitch, ablution block and combi court completed	R 274,245.00	Completion of project with Engineers completion Certificate	R 117,500.00	TECHNICAL SERVICES	
02/7.1/1213						Construction of Mseleni Sports Field	sportfield completed with engineers certificate	R 2,350,000	advertising and Apppointment of project managers	R 230,300.00	advertising and Appointment of acontractor, site establishment and site clearance	R 1,727,955.00	Fencing, soccerpitch, ablution block and combi court completed	R 274,245.00	Completion of project with Engineers completion Certificate	R 117,500.00	TECHNICAL SERVICES	
					Establishment of Vehicle testing centre with Engineers completion certificate	Established Vehicle testing centre with Engineers completion certificate	Established of Vehicle testing centre with Engineers completion certificate	R 1,900,000	advertising and Apppointment of a contractor and site establishment	R 380,000.00	Substructure and superstructure completed	R 760,000.00	Roof completed with Engineers completion certificate	R 760,000.00			TECHNICAL SERVICES	
					Manguzi market stall and off road parkings	Completed market stall and off road parkings by December 2012 with Engineer's certificate	completed market stall and off road parkings by December 2012	R 7,000,000.00	Project Finishing	R 4,500,000.00	Project close out,Engineers completion certificate and project hand over	R 2,500,000.00	project implemantation	R 700,000.00	project close out.	R 100,000.00	TECHNICAL SERVICES	
					Small Town Rehabilitaion	Manguzi Town Rehabilitation project completed	Land scaping,maintainance, relocation of informal traders	R 2,000,000.00	procurment of lay out designs	R 500,000.00	procurement of inputs and material and planting	R 700,000.00	project implemantation	R 700,000.00	project implemantation	R 100,000.00	TECHNICAL SERVICES	
03/02/1213		SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	To increase tourism market share of uMhlabuyalingana		Creation of job opportunities through LED Projects	Number of Jobs created through LED Projects	600 jobs created through LED Projects	R 1,000,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	TECHICAL SERVICES	
					established groundnut crop plantation at Mshudu	groundnut crop planted, harvested and taken to the market by March 2013	groundnut crop planted, harvested and taken to the market by March 2013	R 1,000,000	Developmment of implementation plan, appointment of service provider and land preparation	R 500,000.00	groundnut crop planting, maintainance and trainings	R 300,000.00	harvesting, marketing and project comptetion and close out report.	R 200,000.00			TECHNICAL SERVICES/LED	

					established groundnut crop plantation at Mashabane	groundnut crop planted, harvested and taken to the market by March 2013	groundnut crop planted, harvested and taken to the market by March 2013	R 790,000.00	Development of implementation plan, appointment of service provider and land preparation	R 400,000.00	groundnut crop planting, maintenance and trainings	R 300,000.00	harvesting, marketing and project completion and close out report.	R 90,000.00			TECHNICAL SERVICES/LED	
04/02/1213		GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS	To involve communities in shaping the municipality's development agenda		Staging of the regulated community consultation meetings	Number of IDP Review public consultative meetings held					4 IDP Review consultation meetings						MUNICIPAL MANAGER	
						Number of 2012/13 Annual Report Public Meetings held							4 clusters annual report public meetings				MUNICIPAL MANAGER	
						Number of 2013/14 Budget Consultation Meetings held									4 clusters Budget consultation meetings		MUNICIPAL MANAGER	
04/10/1213					Adopted IDP	Date of Adoption	Adopted IDP by June 2013								Adopted IDP		TECHNICAL SERVICES	
04/01/1213			Improved ward committees		Reports tabled to council on ward committees	Number of reports tabled to council on ward committees	4 ward committee reports tabled to council		1 ward committee report		1 ward committee report		1 ward committee report		1 ward committee report		CORPORATE AND COMMUNITY	
05/01/1213		FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To enable the organization to account for the use of public funds and performance in the delivery of services.		Approved Adjustment Budget by 25 January 2013	Approval of adjustment Budget by Council by 25 January 2013					Submission of adjustment proposal by other departments		Approval of Adjustment Budget by 25 January 2013				FINANCE	
05/02/1213					Approved Annual Budget for 2013/14	Date of Adoption	Approval of 2013/14 Annual Budget		Approval of budget timelines Budget/IDP Process Plan								FINANCE	

06/01/1213		SPATIAL PLANNING	To promote development of efficient and sustainable settlement pattern		adopted SDF by June 2012& adopted lums by june 2013 ( carried over project)	Date of Adoption	adopted SDF by June 2012 & adopted lums by june 2013 ( carried over project)	R 541,428.00	Draft report on SDF and LUMS	R 326,600	Adoption of SDF and LUMS	R 214,828.00						TECHNICAL SERVICES	
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SDBIP

MUNICIPAL MANAGER SDBIP FOR 2012 /2013																
NAME OF MUNICIPALITY:UMHLABUYALINGANA 12-13																
IDP / SDBIP NO.	NATIONAL KEY PERFORMANCE AREAS	OUTPUTS/ STRATEGIES	NO .	INDICATORS	UNIT OF MEASURE/ CALCULATIONS	Annual		Q1		Q2		Q3		Q4	Responsible Department	Portfolio of Evidence
						Target	Annual	Target		Target		Target		Target		
						Projected	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected		
01/01/1213	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To create and retain sufficient capacity for an effective administration		Employment Equity Plan	Adopted Employment Equity Plan	Adopted Employment Equity Plan by 30 September 2012	N/A	Adopted EEP		N/A		N/A		N/A	CORPORATE AND COMMUNITY	
				Retention Strategy	Adopted Retention Strategy	Adopted Retention Strategy by 30 september 2012	N/A	Adopted Retention Strategy							CORPORATE AND COMMUNITY	
01/03/1213		Fill in the critical posts		Number of critical post filled	Number of critical posts filled	2 vacant posts filled	N/A	2 vacant posts filled by 30 September 2012		N/A		N/A		N/A	CORPORATE AND COMMUNITY	
01/01/1213		Review and Implementation of HR Policies		HR Policies reviewed	HR Policies reviewed and adopted	HR Policies Reviewed and adopted by 30 June 2013	R 300,000.00			Development and workshoping staff and councillors on of HR Policies	R 300,000.00	N/A		N/A	CORPORATE AND COMMUNITY	
01/04/1213		Facilitate on job skills and development		Compiling and submission of Workplace Skills Plan	Compiling and submission of Workplace Skills Plan	WSP submitted to LGSETA by 30 September 2012		WSP submitted to LGSETA							CORPORATE AND COMMUNITY	
01/05/1213		Functional Performance Management System		Exco resolution approving SDBIP for 2013/14 & signed performance agreements	Exco resolution approving SDBIP for 2013/14 & signed performance agreements	Signed Performance agreements by 30 June 2013	N/A	N/A	N/A	N/A				Signed Performance agreements by 30 June 2013	CORPORATE AND COMMUNITY	

01/05/1213		Implement the PMS policy rigorously and ensure compliance with relevant legislation.		Reports submitted on performance in terms of Section 46 of the MSA	Number of reports submitted on performance in terms of Section 46 of the MSA	4 reports submitted	N/A	1 report submitted by 30 September 2012	N/A	1 report submitted by 30 December 2012	N/A	1 report submitted by 30 March 2013	N/A	1 report submitted by 30 June 2013		MUNICIPAL MANAGER	
01/05/1213				Number of quarterly reviews conducted	Number of quarterly reviews conducted	4 quarterly reviews	N/A	1 quarterly review	N/A	1 quarterly review	N/A	1 quarterly review	N/A	1 quarterly review		MUNICIPAL MANAGER	
01/05/1213				Reports submitted in terms of Section 52 of the MSA(Mid Year Report)	Number of reports submitted on performance in terms of Section 52 of the MSA	1 section 52 report submitted by 30 December 2012	N/A	N/A	N/A		1 section 52 report submitted by 15 January 2013	N/A	N/A	N/A		MUNICIPAL MANAGER	
01/05/1213				2011/12 Annual Report	2011/12 Annual Report submitted	Annual Report submitted by 30 September 2012	N/A	2011/12 Annual Report tabled to council by 30 September 2012	N/A							MUNICIPAL MANAGER	
01/05/1213				Section 71 monthly reports	Number of section 71 monthly reports	12 Monthly reports submitted by 30 June 2013	N/A	3 monthly reports	N/A	3 monthly reports	N/A	3 monthly reports	N/A	3 monthly reports	N/A	MUNICIPAL MANAGER	
01/07/1213				Review of Delegation of Powers and Authority	Reviewed and adopted Powers of authority	Reviewed and adopted Delegation of Powers and Authority by 30 Sept 2012	N/A	Reviewed and adopted Delegation of Powers and Authority by 30 September 2012	N/A	N/A	N/A	N/A	N/A	N/A		MUNICIPAL MANAGER	
01/07/1213		Training of councillors and staff		Councillors and staff trained by accredited service provider and issued with competency certificates by June 2013	Competency Certificates from accredited service provider issued to staff and councillors	Councillors and staff trained by accredited service provider by June 2013	R 300,000.00	Approved schedule of training by 30 September 2012		1 training conducted for staff and councillors	R 150,000.00			1 training conducted for staff and councillors	R 150,000.00	CORPORATE AND COMMUNITY	
				Employee Assistance Programme	Develop and approve the Employee Assistance Programme Plan	Adopted EAP by 30 December 2012	N/A		N/A	Adopted EAP by 30 December 2012	N/A	N/A	N/A	N/A		CORPORATE AND COMMUNITY	
01/06/1213		Formulate a Risk Management Strategy		Risk Management Strategy	Adopted Risk Management Strategy	Adopted Risk Management Strategy by December 2012	N/A	N/A	N/A	Adopted Risk Management Strategy by 30	N/A					MUNICIPAL MANAGER	

									December 2012							
		To administer the affairs of the municipality in accordance with the relevant legislations		Ordinary Council meetings	Number of ordinary council meetings	4 ordinary council meetings by June 2013	N/A	1 ordinary council meeting	N/A	1 ordinary council meeting	N/A	1 ordinary council meeting	N/A	1 ordinary council meeting		CORPORATE AND COMMUNITY
				EXCO meetings	Number of Ordinary EXCO meetings	12 ordinary EXCO meetings		3 ordinary EXCO meetings	N/A	3 ordinary EXCO meetings	N/A	3 EXCO meetings	N/A	3 EXCO meetings	N/A	CORPORATE AND COMMUNITY
				Portfolio Committee meetings	Number of Portfolio Committee meetings	12 meetings per Portfolio committee by June 2013		3 meetings per portfolio by 30 September 2012	N/A	3 meetings per portfolio by 30 September 2012	N/A	3 meetings per portfolio committee by 30 March 2013	N/A	3 meetings per portfolio by 30 June 2013	N/A	CORPORATE AND COMMUNITY
01/09/1213		To facilitate expedient access to information		Information Technology	Data Usage Report generated from main server	Connection of three site to the Municipal Server Library, Council Chamber & Traffic station by 31 December 2012	R 500,000.00	Connection of Library, Council Chamber and Traffic section	R 300,000.00	Net work and emails for Traffic, Council chamber and Library	R 150,000.00	Continuous support	R 50,000.00	Continuous support	R 50,000.00	FINANCE
01/08/1213		To keep records memory and create institutional memory		Improved Registry System	Renovated and equipping registry office to meet Provincial regulations by June 2013	Fully functional Registry office by 30 June 2013	R 200,000.00			Registry fully equipped with compliance certificate by 30 December 2012	R 200,000.00	N/A		N/A		CORPORATE AND COMMUNITY
01/09/1213		Legal Services		Retain the services of a legal expert to advise the municipality on legal matters.	Legal Services of a legal expert	Retained services of a legal expert	R 350,000.00									CORPORATE AND COMMUNITY
	<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>	To facilitate provision of water and sanitation to a minimum of RDP standards		Signing of SLA's with DC 27 - free basic water, sanitation and electricity	Signed SLA with DC 27	Signed SLA with DC 27 by 30 September 2012	N/A	Signed SLA by 30 September 2012	N/A							TECHNICAL SERVICES
		To keep Umhlabuyalingana a clean and safe from diseases.		Council approved waste management plan with action plan	Council approved waste management plan with action plan	Council approved waste management plan with action plan by 30 September 2012	N/A	Council approved waste Management plan	N/A							CORPORATE AND COMMUNITY
02/04/1213		To facilitate the provision of reliable sources of energy to each household.		Households connected with electricity	Number of household connected	100 Households connected at Madonela	R5 million	Advertising and Apppoint of project managers	R 350,000.00	advertising and Apppointment of a contractor and site establishment	R 700,000.00	Electrification of 50 households	R 1,975,000.00	Electrification of 50 households	R 1,975,000.00	TECHNICAL SERVICES



02/05/1213		Identify and provide households that qualify for free basic electricity based indigent register.		An adopted and updated Indigent Register for the municipality	An adopted and updated Indigent Register	An updated and adopted Indigent Register by 30 June 2013							An updated and adopted indigest register by 30 June 2013		FINANCE		
02/06/1213		To provide access and facilitate vehicular movement between and within settlements		Number of access rods constructed	Number of kms of access roads constructed	13.6 kms of access roads constructed by June 2013									TECHNICAL SERVICES		
02/6.1/1213					5.5 kms constructed of Mabibi Road with Engineers completion certificate by 30 June 2013	5.5 kms constructed of Mabibi Road with Engineers completion certificate by 30 June 2013	R 5 696 504.00	advertising and Apppointment of a contractor and site establishment	R 1,023,661.43	completion of earthworks and road preparation	R 1,241,078.33	commencement of all layerworks	R 2,482,246.67	Completion of layerworks with Engineers completion certificate and project handover	R6 647 82.13	TECHNICAL SERVICES	
02/6.2/1213					5 kms constructed of Nsukumbili Road with Engineers certificate by 30 June 2013	5 kms constructed of Nsukumbili Road with Engineers certificate by 30 June 2013	R 8,333,685.00	advertising and Apppointment of a contractor and site establishment	R 1,497,563.19	completion of earthworks and road preparation	R 1,815,632.18	commencement of all layerworks	R 3,631,264.36	Completion of layerworks with Engineers completion certificate and project handover	R 972,541.04	TECHNICAL SERVICES	
02/6.3/1213					3.6 kms constructed of Hlomula Road by 30 June 2013	3.6 kms constructed of Hlomula Road by 30 June 2013	R 6,000,253.20	advertising and Apppointment of a contractor and site establishment	R 1,042,149.10	completion of earthworks and road preparation	R 1,403,568.00	commencement of all layerworks	R 2,807,136.00	Completion of layerworks with Engineers completion certificate and project handover	R 710,556.30	TECHNICAL SERVICES	
					1.9 km Manguzi Road with Engineers certificate by December 2012	1.9 km Manguzi Road with Engineers certificate by June 2013	R4 000 000.00	completion of all layer works, processing of G4 material to the final layer	R 2,000,000.00	Road tarred with engineers certificate	R 2,000,000.00					TECHNICAL SERVICES	
					2.2 km road with Engineers certificate by September 2012	Construction of 2.2 km of Mbazwane dumpsite road	R 2,000,000.00	road completed with engineers certificate	R 2,000,000.00							TECHNICAL SERVICES	
					3 km road with Engineers certificate by June 2013	3 km road with Engineers certificate by June 2013	R 5,333,559.00	advertising and Apppointment of a contractor and site establishment	R 1,066,711.80	completion of earthworks and road preparation	R 2,133,423.60	commencement of all layerworks	R 1,422,282.40	Completion of layerworks with Engineers completion certificate and project handover	R 711,141.20	TECHNICAL SERVICES	
		Regularisation of waste sites in Mbazwana and Sikhemele.		Number of registered landfill sites	Number of registered landfill sites	2 landfill sites registered by June 2013				1 registered landfill site by December 2012				1 registered landfill site by June 2013		CORPORATE AND COMMUNITY	

02/07/1213		To facilitate provision of public facilities in line with the recommended standards.		Public Facilities Maintenance Plan	Adopted Public Facilities Maintenance Plan by September 2012	Adopted & Implementation of Public Facilities Maintenance Plan	N/A	Adopted & Implementation of Public Facilities Maintenance Plan	N/A							CORPORATE AND COMMUNITY/TECHNICAL SERVICES	
02/09/1213				Zamazama and Mseleni Sportsfield	Number of completed Sportsfields with Engineers completion certificate	Two Sportsfields completed with Engineers completion certificate										TECHNICAL SERVICES	
02/09/1213					Zamazama Sportsfield	Completed Zamazama Sportsfield with Engineers certificate by June 2013	R 2,350,000.00	advertising and Appointment of project managers	R 230,300.00	advertising and Appointment of a contractor, site establishment and site clearance	R 1,727,955.00	Fencing, soccerpitch, ablution block and combi court completed	R 274,245.00	Completion of project with Engineers completion Certificate	R 117,500.00	TECHNICAL SERVICES	
02/09/1213					Mseleni Sportsfield	Completed Mseleni Sportsfield with Engineers completion Certificate by June 2013	R 2,350,000.00	advertising and Appointment of project managers	R 230,300.00	advertising and Appointment of a contractor, site establishment and site clearance	R 1,727,955.00	Fencing, soccerpitch, ablution block and combi court completed	R 274,245.00	Completion of project with Engineers completion Certificate	R 117,500.00	TECHNICAL SERVICES	
				Establishment of Vehicle testing ground	Completed Vehicle testing centre with Engineers completion certificate	Completed Vehicle testing centre with Engineers completion certificate by 30 June 2013	R 1,900,000.00	advertising and Appointment of a contractor and site establishment	R 380,000.00	Substructure and superstructure completed	R 760,000.00	Roof completed with Engineers completion certificate	R 760,000.00			TECHNICAL SERVICES	
				Manguzi market stall and off road parkings	completed market stall and off road parkings by December 2012	completed market stall and off road parkings by December 2012	R 7,000,000.00	project completion	R 4,500,000.00	Engineers completion certificate and project hand over	R 2,500,000.00					TECHNICAL SERVICES	
				Small Town beautification	number of informal traders relocated in Manguzi Town and complete greening project in town by June 2013	Landscaping, maintenance, relocation of informal traders by June 2013	R 2,000,000.00	procurement of lay out designs	R 500,000.00	procurement of inputs and material and planting	R 700,000.00	project implementation	R 700,000.00	project close out.	R 100,000.00	TECHNICAL SERVICES	
03/02/1213	LOCAL ECONOMIC DEVELOPMENT	To increase tourism market share of uMhlabuyalingana		Created job opportunities through LED projects	Number of jobs created through LED projects	600 jobs created by 30 June 2013	R 1,000,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	150 jobs created	R 250,000.00	TECHNICAL SERVICES/LED	
03/03/1213		To facilitate development of commercial agriculture in uMhlabuyalingana		established groundnut crop plantation at Mshudu	groundnut crop planted, harvested and taken to the market	groundnut crop planted, harvested and taken to the market by June 2013	R 1,000,000.00		R 500,000.00	groundnut crop planting, maintenance and trainings	300,000.00	harvesting and marketing	200,000.00	Project close out		TECHNICAL SERVICES/LED	
03/03/1213				established groundnut crop plantation at Mashabane	groundnut crop planted, harvested and taken to the market	groundnut crop planted, harvested and taken to the market by June 2013	R 790,000.00		R 400,000.00	groundnut crop planting, maintenance and trainings	300,000.00	harvesting and marketing	R 90,000.00	Project close out		TECHNICAL SERVICES/LED	

03/04/1213		SMME development and support		Capacity building and training workshops for SMMEs	Number of SMME trainings/workshops	4 workshops conducted by June 2013		1 SMME workshop		1 SMME workshop		1 SMME workshop		1 SMME workshop		TECHNICAL SERVICES/LED	
04/01/1213	<b>GOOD GOVERNANCE, PUBLIC PARTICIPATION AND WARD COMMITTEE SYSTEM</b>	To involve local communities in municipal affairs in a structured manner.		Number of ward committee meetings	Number of ward committee meetings	12 ward committee meetings per ward(204 meetings)		3 ward committee meetings per ward		3 ward committee meetings per ward		3 ward committee meetings per ward		3 ward committee meetings per ward		CORPORATE AND COMMUNITY	
04/01/1213				Community meetings arranged by the ward councillor	Number of community meetings arranged by the ward councillor	4 community meetings per ward(68 meetings)		1 community meeting per ward		1 community meeting per ward		1 community meeting per ward				CORPORATE AND COMMUNITY	
04/02/1213		To involve communities in shaping the municipality's development agenda		complaints, queries and requests registered from the community and attended to	Approved Public Complaints Policy and a number of complaints attended to	Approved Public Complaints Policy by 30 September 2012	N/A	Approved Public Complaints Policy	N/A	Number of queries/complaints attended to	N/A					MM/COMMUNICATIONS	
04/02/1213				Reviewed and adopted Communication Strategy	Approved Communication Strategy	Approved Communications Strategy by 30 September 2012	N/A	Approved and adopted Communications Strategy	N/A	N/A	N/A	N/A				MM/COMMUNICATIONS	
04/03/1213		To communicate with stakeholders using print and electronic media.		Number of publications distributed annually	Number of publications distributed annually	4 quarterly newsletter distributed by 30 June 2013	R 150,000.00	1 newsletter distributed by 30 September 2012	R 37,500.00	1 newsletter distributed by 30 December 2012	R 37,500.00	1 newsletter distributed by 30 March 2013	R 37,500.00	1 newsletter distributed by 30 June 2012	R 37,500.00	MM/COMMUNICATIONS	
04/03/1213				Number of Radio slots for the municipality	Number of radio slots for the municipality	4 radio slots by 30 June 2013	R 50,000.00	1 radio slot	R 12,500	1 radio slot	R 12,500	1 radio slot	R 12,500	1 Radio slot	R 12,500	MM/COMMUNICATIONS	
		Develop a website and update its content regularly		Number of updates on the municipal website	Number of updates on the municipal website	12 updates on the municipal website	N/A	3 monthly reports on municipal website update	N/A	3 monthly reports on municipal website update	N/A	3 monthly reports on municipal website update	N/A	3 monthly reports on municipal website		MM/COMMUNICATIONS	
04/04/1213		To prevent and reduce the impact of disasters in Umhlabuyalingana		Disaster management plan	Adopted Disaster Management Plan	Adopted Disaster Management Plan by 30 June 2013								Approved Disaster Management Plan by 30 June 2013		CORPORATE AND COMMUNITY	
04/05/1213				Disaster Awareness campaign	Number of Disaster Awareness campaigns	12 Disaster Awareness campaigns by June 2013	R 50,000.00	3 Disaster Awareness Campaigns	R 20,000.00	3 Disaster Awareness Campaigns	R 10,000.00	3 Disaster awareness Campaigns	R 10,000.00	3 Disaster awareness Campaigns	R 10,000.00	CORPORATE AND COMMUNITY	
04/04/1213				Fire Drills	Number of Fire Drills	4 Fire Drills conducted by June 2013		1 Fire Drill		1 Fire Drill		1 Fire Drill		1 Fire Drill		CORPORATE AND COMMUNITY	
04/04/1213				Occupational Health Policy and Safety Assessments	An approved OHS Policy and number of Evaluation and Health analysis assessments	An approved OHS Policy and 4 Evaluation and Occupational Health Analysis Assessments by June 2013	R 190,000.00	1 Evaluation and Occupational Health Analysis Assessment	R 100,000.00	1 Evaluation and OH Analysis Assessment	R 30,000.00	1 Evaluation and Occupational Health Analysis Assessment	R 30,000.00	1 Evaluation and Occupational Health Analysis Assessment	R 30,000.00	CORPORATE AND COMMUNITY	

04/06/1213		To improve safety and security		Multidisciplinary roadblocks	Number of multidisciplinary roadblocks	36 multidisciplinary roadblocks		9 multidisciplinary roadblocks		9 multidisciplinary roadblocks		9 multidisciplinary roadblocks		9 multidisciplinary roadblocks		CORPORATE AND COMMUNITY	
04/06/1213				Vehicles screened	Number of vehicles screened	6 000 vehicles sceened by June 2012/13		1500 vehicles screened		1500 vehicles screened		1 vehicles screened		1 vehicles screened		CORPORATE AND COMMUNITY	
		To respond to the directly to the unique needs of the youth and the vulnerable groups.		Special Programmes	Number of Special programmes facilitated	4 quartely reports on Special Programmes		1 monthly report on Special Programme		1 monthly report on Special Programme		1 monthly report on Special Programme		1 monthly report on Special Programme		CORPORATE AND COMMUNITY	
		Library Services		Operational Libray Services	Number of patrons serviced by the municipal libraries	12 monthly reports indicating the patrons serviced by the library on access to internet, books and audio visuals		3 monthly reports on library services		3 monthly reports on library services		3 monthly reports on library services		3 monthly reports on library services		CORPORATE AND COMMUNITY	
04/07/1213		To participate actively in the IGR and other coordinating structures.		IGR meetings and programmes	Number of reports from the IGR meetings	4 quartely reports on the IGR programme	N/A	1 IGR programme report	N/A	1 IGR programme report	N/A	1 IGR programme report	N/A	1 IGR report programme report		CORPORATE AND COMMUNITY	
04/02/1213		To involve the communities in shaping the municipality's development agenda		Staging of the regulated community meetings	Number of IDP Review Community consultation meetings	4 meetings on IDP public consultation				4 IDP public consultation meetings						MUMICIPAL MANAGER	
04/02/1213					Number of Annual Report Public participation meetings	4 Annual Report public participation meetings						4 Annual Report public meetings				MUNICIPAL MANAGER	
04/02/1213					Number of Budget Community meetings	4 budget community meetings								4 budget community meetings		MUNICIPAL MANGER	
04/09/1213				Supply Chain Management	Supply Chain Management Reports submitted	4 Supply Chain Management Reports tabled to council	N/A	1 SCM report	N/A	1 SCM report	N/A	1 SCM report	N/A	1 SCM report	N/A	FINANCE	
04/08/1213				Municipal Public Accounts Committee Reports	Municipal Public Accounts Committee reports tabled to Council	4 Municipal Public accounts reports tabled to council	N/A	1 MPAC report	N/A	1 MPAC report	N/A	1 MPAC report	N/A	1 MPAC report	N/A	MUNICIPAL MANAGER	
04/08/1213				Audit Committee Reports	Number of Audit Committee reports	4 Audit Committee Reports tabled to council	N/A	1 Audit Committee report	N/A	1 Audit Commttee report	N/A	1 Audit Committee Report		1 audit committee report	N/A	MUNICIPAL MANAGER	
04/08/1213				Internal audit reports	Number of Internal audit reports	4 Internal audit reports tabled to council	N/A	1 Internal audit report	N/A	1 Internal audit report	N/A	1 Internal audit report	N/A	1 interal audit report	N/A	MUNICIPAL MANAGER	
04/10/1213				Adopted IDP	Date of Adoption	Adopted IDP by 30 June 2013								Adopted IDP by June 2013	N/A	MUNICIPAL MANAGER	

05/01/1213	<b>FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>	To enable the organization to account for the use of public funds and performance in the delivery of services.		Approved annual budget for 2013/14	Date of Adoption	2013/14 Annual budget approved by council on 30 May 2013								Council Approved 2013/14 annual budget by 30 May 2013	N/A	FINANCE	
05/02/1213		To comply with the financial reporting requirements as outlined in the MFMA.		Section 71 reports	Number of monthly section 71 report submitted	12 Monthly reports submitted to Mayor and Treasury by 30 June 2013	N/A	3 monthly reports		3 monthly reports		3 monthly reports		3 monthly reports		FINANCE	
05/03/1213		Revenue enhancement		Municipal General Valuation Roll	Council Approved General Valuation Roll	Council approved valuation roll by June 2013	R 650,000.00			Appointment of service provider to do General Valuation roll	R 50,000.00	Draft General Valuation roll completed and tabled to council	R 300,000.00	Council approved General Valuation Roll		FINANCE	
06/02/1213	<b>SPATIAL PLANNING</b>	To promote development of efficient and sustainable settlement pattern		SDF & LUMS	adopted SDF & LUMS by June 2013 (carried over project)	adopted SDF & LUMS by June 2013	R 541,428.00	Draft report on SDF and LUMS	R 326,600	Adoption of SDF and LUMS	214828					TECHNICAL SERVICES	

